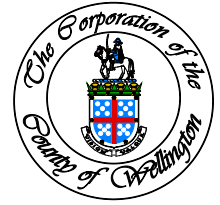


County of Wellington

2024 Budget Review Package



County Council
January 25, 2024

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COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, January 16, 2024
Subject: **2024 Budget and 2024-2033 Ten-Year Plan**

Background:

The proposed 2024 Operating and Capital Budgets and 2024-2033 Ten-Year Plan are attached for the Committee's consideration. The current status of the 2024 operating budget is summarized as follows:

- ❑ 2024 tax levy requirement = \$128,837,600
- ❑ Proposed County tax increase = 4.6%
- ❑ Tax impact per \$100,000 of assessment = \$30

Overview of attachments

The package includes programme information pages, performance measures, operating budgets and capital forecasts for all services provided and/or funded by the County. The 2024 Budget reports have been reviewed by all Committees and Boards, with the exception of the Economic Development Committee which has yet to meet at the time of this writing. Highlights of the 2024 Budgets for programme areas that report directly to the Administration, Finance and Human Resources Committee are set out below.

County Council

- The 2024 operating budget provides for salaries, and benefits for Council members and various Council and Committee expenses
- A provision has been added in the capital budget for the County to host the International Plowing Match (IPM) in 2032. Traditionally, the County has hosted the IPM every 16 years. The County last hosted the IPM in 2016. A provision has been added in the amount of \$1 million over 2030-2032.

Office of the CAO and Clerk

- Staffing changes include:
 - The addition of a Communications Officer, partially offset by the removal of a student position. This position will assist with social media presence across multiple platforms as well as keep up with increased requests and new projects from departments and multiple partners. The position will increase capacity to take on new projects going forward.
- The budget includes increases to software and licenses (\$172,000). These areas have seen significant escalations as a result of inflationary pressures, additional requirements for security upgrades and pricing increases across the industry
- The transfer to reserves line includes a \$100,000 to account for inflationary increases in IT capital costs throughout the 10-year forecast.
- The ten-year plan includes capital works for Technical Services, Applications Services, and Information Management.

- Technical Services plans for both replacement and expansion activities in network, storage, servers, and security systems. The annual Computer Hardware Lifecycle Replacements programme is included in capital (\$2.0 million). Projects total \$9.0 million over the forecast.
- Applications Services 2024 budget includes funding for the continued implementation of the new HR Information System. It is being implemented to facilitate improvements in day-to-day HR functions including recruitment, managing employee data, managing payroll and benefits, and maintaining regulatory and legal requirements.
- Information Management plans for lifecycle upgrades to the Intranet and County website.

Human Resources

- Staffing changes identified in the 2024 budget and forecast include:
 - The cost of the new Payroll Specialist (\$109,000) approved by County Council this past fall.
 - The addition of an HR Recruitment Specialist in 2024. This position will assist with the increases in recruitment requirements and allow the HR Generalists to focus on policy research and development, support investigations, labour relations and the delivery of training initiatives.
 - The addition of a Health and Safety Specialist is included in 2025. This position would provide needed assistance in Human Resources for Health, Safety and Disability Management. The need for dedicated staff and support in this area has increased significantly as a result of COVID-related circumstances, with a focus on workplace safety and violence prevention.
- The advertising budget includes an increase of \$75,000 as staffing recruitment ads have been centralized with the HR department. This change is expected to streamline the advertising process and lower overall costs. The change will be fully offset by reductions in various departments advertising budgets as well as an internal recovery from Social Services for staffing recruitment.
- Maintenance and support for the new HRIS system in the amount of \$79,000. This is for professional support services for the recruitment, onboarding, learning management system and employee self-serve modules in the new system.

County Property

- There are two staffing changes proposed in 2024, including:
 - A new maintenance worker that will address increased workload for the Property Maintenance division. Property Services has taken over responsibility for additional facilities including the Roads Garages as well as the recently acquired buildings at 59, 69 and 75 Woolwich. In addition, the position will allow the maintenance team to dedicate more time on preventive measures and reduce future repair needs.
 - An administrative assistant position will be responsible for processing invoices from vendors, maintaining inventory and supplies for more than 30 County facilities, as well as create work orders for staff scheduling and maintenance requests.
- The budget includes an increase of \$125,000 to support ongoing expenditures for the air quality improvement systems installed during the pandemic. This has resulted in increases to the mechanical system contract costs and ongoing maintenance of the systems in various locations.
- Utilities and building maintenance costs for the recently acquired buildings at 59, 69 and 75 Woolwich Street (\$45,000) are included in the budget
- The transfer to the Property Reserve has been increased by \$70K in order to provide sufficient funding for 10-year capital plan requirements
- Projects identified over the forecast period relate to major repairs or renovations to County owned facilities. Projects total \$6.1 million funded from the Property Reserve, which receives an annual contribution from the operating budget.

- Vehicle and equipment include the purchase or replacement of four vehicles in the forecast. The pick-up truck in 2024 is scheduled to be a traditional gas vehicle. The pick-up trucks and van in 2025 and onwards are budgeted to accommodate electric vehicle purchases. This reflects preliminary corporate climate change budget initiatives. The actual purchase will be dependent on the availability of this technology and charging infrastructure at the time of acquisition.

Ambulance

- The levy requirement in 2024 is \$6.5 million, which is an increase of \$719,000 over 2023.
- The City of Guelph's multi-year budget includes the hiring 18 additional paramedics (9 new in each of 2024 and 2026). The additional positions are intended to mitigate pressures from increased call volumes and assist with meeting response time targets in future years.
- To partially offset the costs associated with the significant increases, County staff have utilized the Shared Services Stabilization Reserve to fund the equivalent amount of provincial funding (\$268,000 in 2024 and \$442,400 in 2026) that will be available in the year following the staffing additions. In accordance with the provincial funding model, the province funds 50% of Land Ambulance services based on the prior years' budget.
- The 2024 budget and ten-year plan incorporates the construction of new facilities beginning in 2027, following the City of Guelph's completion of the updated Ambulance Master Plan.
- New facilities and upgrades are planned for:
 - Erin (2027/2028)
 - Guelph/Eramosa (2029/2030)
 - Arthur (2031/2032)
 - Drayton (2033 – preliminary costs)
 - In addition, the construction of Drayton (2034), Mount Forest (2035/36) and Harriston (2037/38) are planned to be completed outside of the ten-year forecast
 - The stations will be funded through a mix of contributions from the Property Reserve, development charges and debt. These facilities will be leased back to the City upon completion to recoup the County's initial capital investment.
- In addition, the City has identified two station rehabilitation projects for \$4.8 million:
 - Elmira Rd Station Upgrade (2024, 2026) for \$4.4 million – funded by tax supported-debt
 - 34 Gordon Street Upgrades (2030) for \$400,000 – funded by the Ambulance Reserve
 - Since the County is funding these projects upfront, there will be no lease costs associated with them.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years (\$5.3 million) is funded through the Ambulance Reserve.

General Expenditures and Revenues

- The Ontario Municipal Partnership Fund (OMPF) grant has been reduced by 15% (\$118,400) in 2024. The forecast assumes the grant funding will be phased out over a four-year period, representing a further reduction of \$167,000 annually through to 2028.
- Other revenue includes the County’s investment interest that is allocated to the County’s reserves. The budgeted amount in 2024 has increased significantly as a result of better investment returns while interest rates have been higher. The forecast has been adjusted to come back down to historical norms in future years.
- Estimates for supplementary and omitted tax revenues have been increased by \$500,000 to \$3.0 million in 2024 and an additional \$100,000 per year in 2025-2033 reflecting strong assessment growth figures and revenue expectations for future years.
- As described on a separate report on this agenda, MPAC and Agricorp have made improvements to the processing of applications for the Farm Tax Incentive programme. As a result, staff have reduced the tax write-off budget by \$300,000 in 2024.

Staffing Summary

The 2024 budget incorporates a number of staffing adjustments which are summarized on pages 21-22 of the budget package. The net impact of all staffing changes (in-year and proposed) is just under \$900,000 in 2024. The budget includes a 4.0% economic adjustment for non-union members in 2024, as approved by County Council in November.

Ten-year levy and tax projection

Based on projects and service levels proposed in the budget, the projected ten-year levy and tax impacts are as follows:

	2024	2025	2026	2027	2028
County Tax Levy (\$000's)	\$128,838	\$136,960	\$144,239	\$151,558	\$158,914
Residential tax impact	4.6%	4.7%	3.8%	3.5%	3.3%
	2029	2030	2031	2032	2033
County Tax Levy (\$000's)	\$165,596	\$172,423	\$179,995	\$187,828	\$195,440
Residential tax impact	2.7%	2.6%	2.8%	2.8%	2.5%

Capital Summary

The 2024-2033 Capital Plan contemplates \$574.8 million of investment in infrastructure, facilities, and equipment.

- Roads and bridges accounts for 64.8% of projected capital spending
- Social and Affordable Housing account for an additional 16.8%
- Ambulance Services 6.5%
- Library Services 2.3%
- Solid Waste Services 2.2%
- The remaining areas of investment include information technology, property services, long-term care, museum, police, POA, emergency management, green legacy and planning.

Facility development projects include:

- Funding for the completion of the construction of the new Erin Library Branch
- Design and construction of the roads garages located in Arthur, Erin, Brucedale, and Harriston
- Proposed construction of three ambulance facilities and design of a fourth facility located throughout the County
- Ongoing improvements at County landfill sites and transfer stations
- Work to improve the condition of the County-owned social and affordable housing units
- Proposed new affordable housing construction throughout the County

Long-Term Borrowing

The County's long-term borrowing plan remains sustainable and affordable, with \$81.8 million in new debt to be issued over the next ten years. The majority of the capital plan is funded from reserves (61.0%).

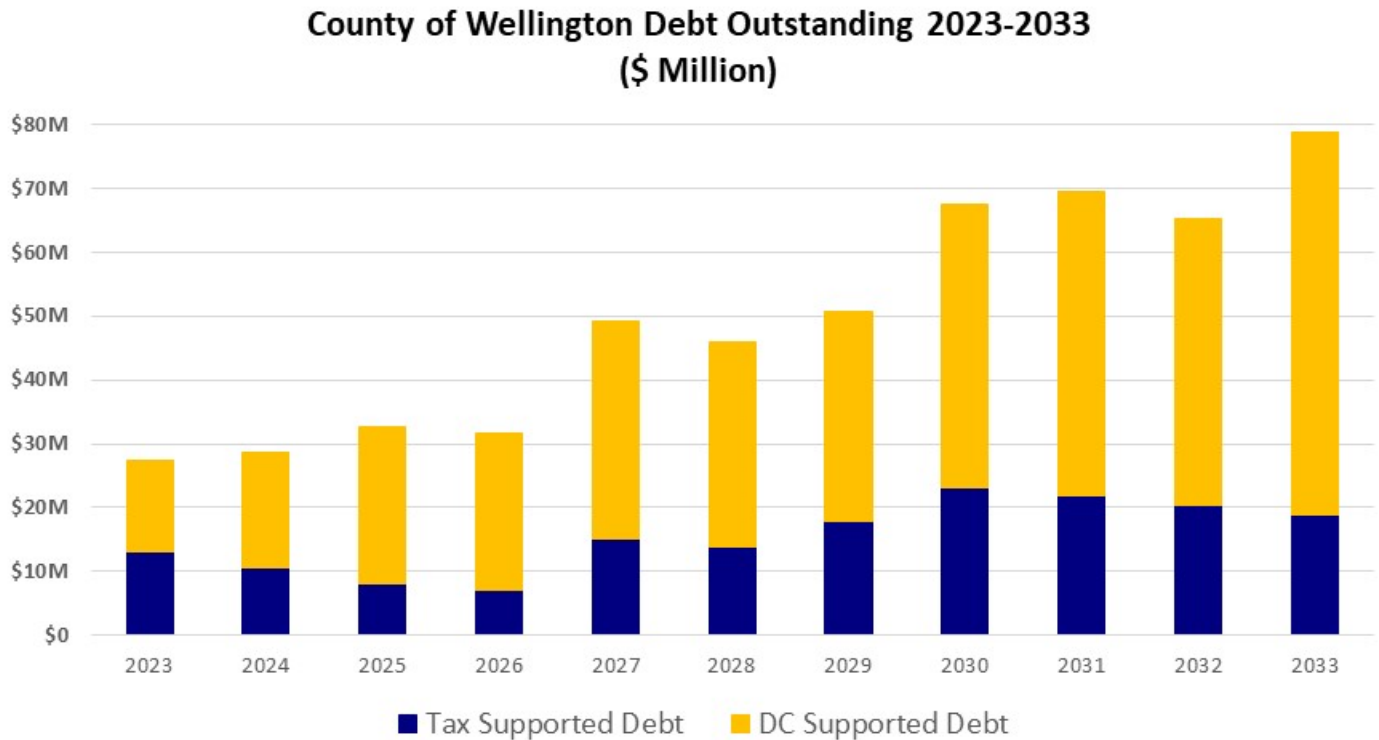
The proposed debt in the ten-year plan includes \$61.3 million in growth-supported debt and \$20.5 million in tax-supported debt.

Growth-supported debt (to be recovered from future development charge collections) has increased by \$38.0 million from last year's ten-year plan projections. The increase in growth-supported debt is a result of three major factors, including:

- The increasing needs of a growing community;
- Significant inflationary increases on facility construction costs, resulting in higher budget projections for the new ambulance stations and County garages;
- Changes in provincial legislation that restrict the County's ability to collect development charges.
 - Updates to the Development Charges Act through Bill 23 and Bill 134 provide for the phasing-in of development charge increases for all types of new development; eliminating the funding for growth-related studies and other previously eligible expenditures; as well as additional exemptions for affordable housing (rental and ownership).
 - These changes have reduced or delayed the development charge collection schedule, causing the County to issue more debt to be funded by future development charge collections.

Tax-supported debt has reduced by \$12.5 million from last year's ten-year plan projections due to the removal of the Douglas Street Reconstruction and Parking project. This project was no longer required after the County acquired the new facilities at 59, 69, and 75 Woolwich Street. Projects to be funded by tax-supported debt include the Erin (2025/26) and Brucedale (2028/29) Garages; the Elmira Road Ambulance Station Upgrade (2024/26) located in the City of Guelph; and the Erin Ambulance Station (2027/28).

The following chart outlines the County's projected debt outstanding through 2033 and is broken down to show both tax supported and development charge recoverable amounts.



Reserve and Reserve Funds

Projections for reserve and reserve fund balances take into account transfers from the operating budget, and the funding of related operating and capital budget expenditures. Reserve and reserve fund balances totalled \$127.8 million at the end of 2022. This was made up of the following:

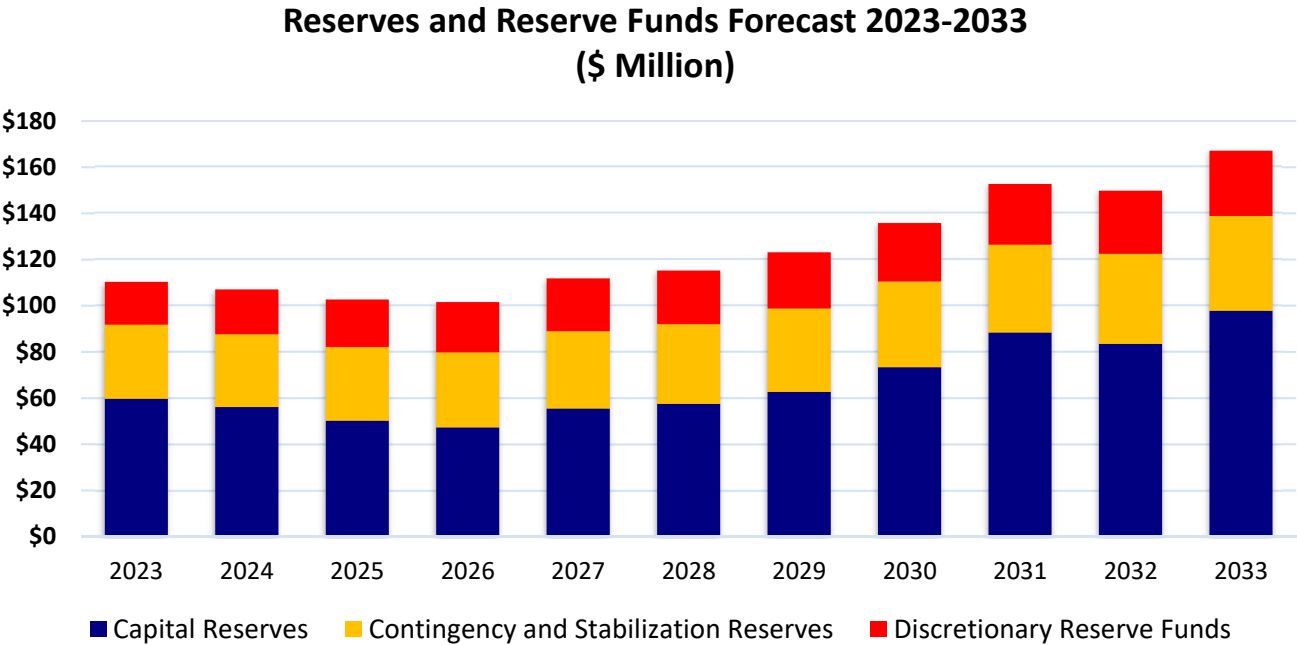
- ❑ Capital Reserves: \$71.4 million
- ❑ Contingency and Stabilization Reserves: \$31.8 million
- ❑ Discretionary Reserve Funds: \$24.6 million

The 2024-2033 capital plan is predominately funded through use of county reserves (61.0%) providing stable, predictable, and sustainable funding to address infrastructure needs. The total draw on capital reserves within the 10-year capital budget is \$350.4 million.

Contingency and Stabilization Reserves provide funding for extraordinary and unforeseen expenditure requirements, revenue shortfalls, to avoid large fluctuations in the tax levy and to provide cash flow needed to run the operations of the County.

Discretionary Reserve Funds are for specific purposes and generally provide funding for long-term liabilities, such as landfill closure and post closure, post-employment benefits, WSIB self-insurance and debt retirement reserves.

The following chart outlines the County’s projected reserve and reserve fund balances through 2033 and shows the breakdown by the three types of County reserves.



Summary

The County’s budget is fairly consistent with the preliminary budget that was presented to County Council in November. This is despite the fact that the County received notice of a significant drop (\$488,000) in Ontario Community Infrastructure Funding (OCIF) in December. This required an increase to the County’s capital reserves in order to maintain an adequate level of funding to provide for the same level of investment in our capital plan. One of the key adjustments offsetting this increase is the proposal to increase the user pay bag fee by \$0.50 as of July 1, 2024. This is estimated to bring in additional revenues of \$300,000 in 2024. A number of other adjustments were made, including additional Canada Wide Early Learning and Child Care (CWELCC) funding and resulting changes to the cost sharing formula, reducing County costs by \$240,000. The tax impact is now at 4.6%, compared to a figure of 4.8% presented in the fall.

The tax increase is higher than historical norms, but the County has done its best to limit the impact of significant inflationary impacts on construction costs by phasing in these increases over a 2-3 year period by utilizing the County’s capital reserves. This will help to insulate the County’s residents and ratepayers from facing these costs immediately, while recognizing adjustments are required to account for these new economic realities that the County is facing to provide the necessary services and infrastructure for a growing community.

The County continues to invest in its capital plan, with \$574.8 million in spending projected over the next ten-years. Major projects include infrastructure investment in our network of roads, bridges and culverts, roads garages and ambulance stations throughout the County, the continued construction at the new Erin Library Branch and expansion of programming at the Museum and Wellington Place.

Additional service enhancements on the operating side include nine additional paramedics to mitigate pressures from increased call volumes and assist with meeting response time targets. Added investment to address pressures in the housing and homelessness system. Increasing staffing levels in long-term care to provide more direct care hours to residents, with the assistance of provincial funding. There is also more funding for Ride Well, Smart Cities, and Climate Change Initiatives included in the budget.

Recommendation:

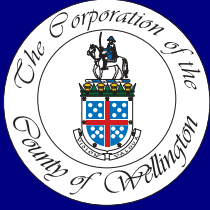
That the 2024 Operating and Capital Budget and 2024-2033 Ten-Year Plan be approved; and

That staff be directed to prepare the necessary by-law.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

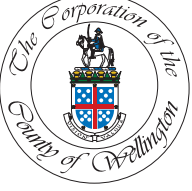
Ken DeHart, CPA, CGA
County Treasurer



County of Wellington

2022-2024 Operating Budget Summary

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Revenue							
Property Taxation	\$117,618,873	\$116,401,800	\$123,308,126	\$123,924,600	\$132,793,600	\$8,869,000	7.2%
Grants and Subsidies	\$88,458,275	\$76,538,200	\$87,947,642	\$95,430,600	\$101,375,600	\$5,945,000	6.2%
Municipal Recoveries	\$22,036,453	\$22,003,000	\$25,705,495	\$24,229,300	\$30,520,700	\$6,291,400	26.0%
Licenses, Permits and Rents	\$8,781,615	\$8,552,000	\$9,010,177	\$8,803,100	\$8,882,100	\$79,000	0.9%
Fines and Penalties	\$126,606	\$52,000	\$211,271	\$132,000	\$132,000	\$ -	-
User Fees and Charges	\$11,137,362	\$11,316,500	\$11,148,499	\$11,030,300	\$11,674,900	\$644,600	5.8%
Sales Revenue	\$2,326,176	\$1,363,800	\$799,144	\$1,963,100	\$1,015,300	(\$947,800)	(48.3%)
Other Revenue	\$6,828,439	\$5,254,600	\$4,899,953	\$4,137,300	\$5,526,800	\$1,389,500	33.6%
Internal Recoveries	\$7,618,823	\$7,383,100	\$8,169,983	\$8,228,900	\$9,491,900	\$1,263,000	15.3%
Total Revenue	\$264,932,622	\$248,865,000	\$271,200,290	\$277,879,200	\$301,412,900	\$23,533,700	8.5%
Expenditure							
Salaries, Wages and Benefits	\$70,788,882	\$70,363,400	\$75,170,305	\$76,515,600	\$83,163,100	\$6,647,500	8.7%
Supplies, Material and Equipment	\$13,587,090	\$12,427,200	\$12,323,242	\$13,316,100	\$14,113,000	\$796,900	6.0%
Purchased Services	\$31,451,029	\$32,480,700	\$33,250,422	\$34,027,200	\$36,214,700	\$2,187,500	6.4%
Social Assistance	\$70,451,889	\$61,964,100	\$79,246,860	\$81,318,200	\$89,573,500	\$8,255,300	10.2%
Transfer Payments	\$26,703,972	\$27,166,700	\$26,425,378	\$27,421,300	\$28,632,300	\$1,211,000	4.4%
Insurance and Financial	\$5,125,333	\$4,385,300	\$4,252,544	\$4,841,500	\$5,159,200	\$317,700	6.6%
Minor Capital Expenses	\$181,084	\$579,000	\$873,087	\$509,000	\$400,500	(\$108,500)	(21.3%)
Internal Charges	\$7,570,970	\$7,262,100	\$8,081,073	\$8,133,200	\$9,336,000	\$1,202,800	14.8%
Total Expenditure	\$225,860,249	\$216,628,500	\$239,622,911	\$246,082,100	\$266,592,300	\$20,510,200	8.3%
Net Operating Cost / (Revenue)	(\$39,072,373)	(\$32,236,500)	(\$31,577,379)	(\$31,797,100)	(\$34,820,600)	(\$3,023,500)	9.5%
Debt and Transfers							
Debt Charges	\$5,591,346	\$5,632,100	\$7,862,089	\$8,107,600	\$4,413,300	(\$3,694,300)	(45.6%)
Transfer from Reserve	(\$4,700,241)	(\$4,564,300)	(\$5,039,757)	(\$8,224,600)	(\$4,615,100)	\$3,609,500	(43.9%)
Transfer to Capital	\$143,000	\$143,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$38,038,278	\$31,025,700	\$27,843,041	\$31,914,100	\$35,022,400	\$3,108,300	9.7%
Total Debt and Transfers	\$39,072,383	\$32,236,500	\$30,665,373	\$31,797,100	\$34,820,600	\$3,023,500	9.5%
NET COST / (REVENUE)	\$ -	\$ -	(\$912,006)	\$ -	\$ -	\$ -	-

	The County Of Wellington 2024 Operating Budget						
	2022 Net Budget	2023 Net Budget	2024 Expenditure	2024 Revenue	2024 Net Budget	Net Change \$	Net Change %
Programmes and Services							
Roads and Bridges	\$32,545,500	\$35,317,600	\$42,741,400	\$4,785,700	\$37,955,700	\$2,638,100	7.5%
Police Services	18,071,100	17,997,300	18,913,300	679,800	18,233,500	\$236,200	1.3%
Wellington Terrace Long-Term Care	8,827,500	9,775,400	30,062,200	18,985,700	11,076,500	\$1,301,100	13.3%
Solid Waste Services	8,642,200	9,770,100	17,403,600	6,627,700	10,775,900	\$1,005,800	10.3%
County Library System	7,848,600	8,095,100	8,929,200	256,900	8,672,300	\$577,200	7.1%
Ambulance Services	5,709,700	5,812,000	6,586,500	55,500	6,531,000	\$719,000	12.4%
Social Housing	4,807,800	5,091,100	43,128,900	37,762,200	5,366,700	\$275,600	5.4%
Museum and Archives at Wellington Place	2,513,100	2,656,500	3,245,000	224,000	3,021,000	\$364,500	13.7%
Public Health	2,829,300	2,564,400	2,699,400		2,699,400	\$135,000	5.3%
Planning and Development	2,433,000	2,300,900	4,240,500	1,689,800	2,550,700	\$249,800	10.9%
Children's Early Years	1,777,400	2,072,200	58,729,800	56,631,000	2,098,800	\$26,600	1.3%
Property Assessment	1,520,200	1,522,400	1,569,600		1,569,600	\$47,200	3.1%
Ontario Works	1,369,400	1,479,100	28,124,100	26,581,500	1,542,600	\$63,500	4.3%
Economic Development	2,034,500	1,591,800	1,744,900	262,400	1,482,500	(\$109,300)	(6.9%)
Affordable Housing	1,200,000	1,200,000	2,927,700	1,527,000	1,400,700	\$200,700	16.7%
Green Legacy	889,400	929,900	1,024,800	17,000	1,007,800	\$77,900	8.4%
Emergency Management	786,100	855,200	898,500		898,500	\$43,300	5.1%
Community Grants and Hospital Funding	459,700	461,300	469,400		469,400	\$8,100	1.8%
Provincial Offences	(193,900)	(168,900)	170,000	283,300	(113,300)	\$55,600	(32.9%)
Subtotal	104,070,600	109,323,400	273,608,800	156,369,500	117,239,300	\$7,915,900	7.2%
General Government							
Office of the CAO and Clerk	5,532,100	6,592,100	9,269,700	2,208,100	7,061,600	\$469,500	7.1%
Treasury	2,280,400	2,675,000	3,498,400	623,300	2,875,100	\$200,100	7.5%
County Property	1,254,100	1,494,000	4,381,700	2,478,000	1,903,700	\$409,700	27.4%
Human Resources	1,170,200	1,426,200	3,152,100	1,315,700	1,836,400	\$410,200	28.8%
County Council	1,315,100	1,356,800	1,411,100		1,411,100	\$54,300	4.0%
Subtotal	11,551,900	13,544,100	21,713,000	6,625,100	15,087,900	\$1,543,800	11.4%
Non-Programme Expenditures and Revenues							
General Expenses and Revenues	779,300	1,057,100	6,091,100	5,624,700	466,400	(\$590,700)	(55.9%)
PILs and Supplementary Taxes	(2,911,300)	(3,433,300)		3,956,000	(3,956,000)	(\$522,700)	15.2%
Subtotal	(2,132,000)	(2,376,200)	6,091,100	9,580,700	(3,489,600)	(\$1,113,400)	46.9%
TOTAL	113,490,500	120,491,300	301,412,900	172,575,300	128,837,600	\$8,346,300	6.9%

TAX RATE CALCULATION AND IMPACT

	2022	2023	2024	\$ change	% change
Weighted Assessment (\$M)	\$17,882	\$18,286	\$ 18,690	\$ 405	2.2%
Real growth % from new properties					
County tax summary					
Residential tax rate	0.634654%	0.658940%	0.689335%		
Per \$100,000 of Assessment (2020)	\$ 100,000	\$ 100,000	\$ 100,000		
Taxes per \$100,000 of Assessment	\$ 635	\$ 659	\$ 689	\$30	4.6%



**COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET
AND TAX RATE FORECAST**

	Approved	Projected									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
EXPENDITURES											
Salaries, Wages and Benefits	76,515,600	83,163,100	88,468,600	92,091,100	95,851,200	99,835,000	103,696,200	107,699,800	111,838,000	116,115,300	120,507,700
Supplies, Material & Equipment	13,316,100	14,113,000	14,332,500	14,691,600	15,175,000	15,563,100	16,020,600	16,552,300	16,969,600	17,467,700	18,053,700
Purchased Services	34,027,200	36,214,700	34,175,400	32,852,800	33,869,800	34,712,300	35,961,300	36,696,800	37,744,800	38,904,400	39,885,500
Social Assistance	81,318,200	89,573,500	90,940,300	90,837,200	91,479,500	92,376,900	93,406,800	94,475,700	95,575,900	96,725,400	97,977,800
Transfer Payments	27,421,300	28,632,300	29,636,700	31,125,100	32,119,300	33,622,900	35,082,800	36,349,800	37,373,800	38,778,700	40,234,900
Minor Capital Expenses	509,000	400,500	374,000	483,000	494,500	396,700	364,500	500,000	416,500	353,500	319,000
Insurance & Financial	4,841,500	5,159,200	5,504,700	5,872,100	6,208,700	6,556,500	7,147,000	7,517,400	7,985,900	8,615,700	9,176,100
Internal Charges	8,133,200	9,336,000	9,605,500	9,823,500	10,107,500	10,264,700	10,464,900	10,793,900	10,924,400	11,089,600	11,272,100
Total Expenditures	246,082,100	266,592,300	273,037,700	277,776,400	285,305,500	293,328,100	302,144,100	310,585,700	318,828,900	328,050,300	337,426,800
yr/yr % change		8.3%	2.4%	1.7%	2.7%	2.8%	3.0%	2.8%	2.7%	2.9%	2.9%
DEBT AND TRANSFERS											
Debt Charges	8,107,600	4,413,300	4,859,100	3,579,700	4,070,300	5,388,700	5,232,700	6,150,700	7,247,300	7,604,900	8,067,000
Transfer from Reserves	(8,224,600)	(4,615,100)	(4,511,500)	(4,640,400)	(4,614,000)	(5,270,100)	(5,312,200)	(5,906,900)	(6,886,800)	(7,288,500)	(7,813,700)
Transfer to Reserves	31,914,100	35,022,400	37,040,400	40,046,100	41,671,100	42,345,400	43,446,100	44,571,600	46,417,400	48,120,100	49,325,100
Total Debt and Transfers	31,797,100	34,820,600	37,388,000	38,985,400	41,127,400	42,464,000	43,366,600	44,815,400	46,777,900	48,436,500	49,578,400
yr/yr % change		9.5%	7.4%	4.3%	5.5%	3.2%	2.1%	3.3%	4.4%	3.5%	2.4%
REVENUE											
Grants & Subsidies	95,430,600	101,375,600	98,220,800	95,723,400	96,059,900	95,490,400	96,101,600	96,003,000	96,497,400	97,286,900	98,053,900
Municipal Recoveries	24,229,300	30,520,700	34,049,100	35,360,200	36,512,000	38,367,600	39,866,600	41,810,400	43,212,000	44,700,000	46,161,000
Licenses, Permits and Rents	8,803,100	8,882,100	8,972,200	9,059,200	9,151,000	9,242,400	9,463,200	9,842,400	9,935,200	10,032,600	10,131,400
Fines and Penalties	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	11,030,300	11,674,900	11,996,300	12,159,200	12,349,400	12,544,600	12,774,400	13,006,800	13,241,900	13,451,800	13,664,800
Sales Revenue	1,963,100	1,015,300	1,019,200	1,033,100	1,047,300	1,062,100	1,077,400	1,093,400	1,110,100	1,127,600	1,145,900
Other Revenue	4,137,300	5,526,800	5,235,400	4,848,800	4,982,500	5,116,600	5,251,100	5,386,000	5,521,300	5,657,000	5,793,000
Internal Recoveries	8,228,900	9,491,900	9,761,600	10,003,600	10,312,300	10,494,300	10,720,100	11,076,000	11,234,200	11,443,000	11,654,800
PILs and Supplementary Taxes	3,433,300	3,956,000	4,079,300	4,203,300	4,328,100	4,428,100	4,528,100	4,628,100	4,728,100	4,828,100	4,828,100
Total Revenue	157,387,900	172,575,300	173,465,900	172,522,800	174,874,500	176,878,100	179,914,500	182,978,100	185,612,200	188,659,000	191,564,900
yr/yr % change		9.6%	0.5%	(0.5%)	1.4%	1.1%	1.7%	1.7%	1.4%	1.6%	1.5%



**COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET
AND TAX RATE FORECAST**

	Approved		Projected								
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
TAX LEVY REQUIREMENT	120,491,300	128,837,600	136,959,800	144,239,000	151,558,400	158,914,000	165,596,200	172,423,000	179,994,600	187,827,800	195,440,300
yr/yr % change	6.3%	6.9%	6.3%	5.3%	5.1%	4.9%	4.2%	4.1%	4.4%	4.4%	4.1%
Weighted Assessment	18,286	18,690	19,539	20,427	21,355	22,326	23,341	24,402	25,511	26,670	27,882
yr/yr % change	2.26%	2.21%	4.54%	4.54%	4.54%	4.55%	4.55%	4.55%	4.54%	4.54%	4.54%
Phase in Growth %			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Real Growth % from new properties	2.26%	2.21%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
County Tax summary											
Residential tax rate	0.658927%	0.689340%	0.700956%	0.706119%	0.709709%	0.711789%	0.709465%	0.706594%	0.705557%	0.704266%	0.700955%
Per \$100,000 of Assessment	100,000	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478
Taxes per \$100,000 of Assessment	\$658.93	\$689.34	\$721.98	\$749.12	\$775.52	\$801.13	\$822.47	\$843.72	\$867.75	\$892.15	\$914.59
yr/yr \$ change	25	30	33	27	26	26	21	21	24	24	22
yr/yr % residential impact	4.0%	4.6%	4.7%	3.8%	3.5%	3.3%	2.7%	2.6%	2.8%	2.8%	2.5%
yr/yr % budget impact	4.0%	4.6%	4.7%	3.8%	3.5%	3.3%	2.7%	2.6%	2.8%	2.8%	2.5%
Equivalent to a 1% change in taxes (\$000's)		1,232	1,308	1,390	1,464	1,538	1,613	1,681	1,750	1,827	1,906



County of Wellington

2022-2024 Capital Budget Summary

(All figures in \$000's)

PROJECT EXPENDITURE

	2022	2022	2023	2023	2024	\$	%
	Actuals	Adjusted	Actuals	Adjusted	Budget	Change	Change
Programme / Service		Budget		Budget		Budget	Budget
Roadways	\$ 20,841	\$ 36,620	\$ 26,206	\$ 37,085	\$ 37,375	\$ 290	1%
Solid Waste Services	478	1,940	1,617	2,945	2,035	(910)	-31%
County Property	579	1,040	6,831	6,430	800	(5,630)	-88%
Planning	220	410	354	1,025	580	(445)	-43%
Green Legacy	14	95	89	160	0	(160)	100%
Emergency Management	28	110	45	125	0	(125)	100%
CAO and Clerks	1,146	1,590	1,508	1,930	1,740	(190)	-10%
County Council	59	100	133	0	0	0	100%
Police Services	62	25	123	160	0	(160)	100%
Museum and Wellington Place	1,186	940	2,271	1,810	910	(900)	-50%
County Library System	472	1,270	2,926	4,250	7,775	3,525	83%
Housing Services	5,344	5,998	4,944	18,261	19,851	1,591	9%
Affordable Housing	4,999	4,980	255	76	685	609	801%
Wellington Terrace	602	395	465	485	365	(120)	-25%
Economic Development	0	800	0	0	0	0	0%
Hospital and Other Capital Grants	0	0	0	0	0	0	100%
Ambulance Service	339	320	287	324	1,737	1,413	436%
Ontario Works	302	635	106	0	500	500	0%
Child Care	50	0	0	75	695	620	100%
Provincial Offences Act (POA)	47	112	91	114	545	431	378%
Total Expenditure	\$ 36,767	\$ 57,380	\$ 48,253	\$ 75,255	\$ 75,593	\$ 339	0%

PROJECT FINANCING

	2022	2022	2023	2023	2024	\$	%
	Actuals	Adjusted	Actuals	Adjusted	Budget	Change	Change
Source of Financing		Budget		Budget		Budget	Budget
Recoveries	\$ 3,611	\$ 4,213	\$ 1,894	\$ 5,127	\$ 5,987	\$ 861	17%
Subsidy	2,071	3,074	1,636	10,853	10,001	(852)	-8%
OCIF	2,897	3,780	153	1,680	1,300	(380)	-23%
CCBF	4,457	5,380	1,032	5,958	2,800	(3,158)	-53%
National Housing Co-Inv Fund	0	0	0	2,148	8,316	6,168	287%
Current Revenues	143	143	0	0	0	0	
Reserves	33,971	33,233	42,026	43,362	35,165	(8,197)	-19%
Development Charges	229	1,057	399	2,428	2,924	496	20%
Growth Related Debentures	6,500	6,500	0	3,700	7,900	4,200	114%
Debentures	0	0	0	0	1,200	1,200	
Total Financing	\$ 53,880	\$ 57,380	\$ 47,140	\$ 75,255	\$ 75,593	\$ 339	0%



County of Wellington

2024-2033 Capital Budget Summary

Programme / Service	2024	2025	2026	2027	2028	5 Year Total	% of Total
Project Expenditure							
Roadways	\$37,375,000	\$40,135,000	\$45,595,000	\$31,870,000	\$40,090,000	\$195,065,000	63.1%
Solid Waste Services	2,035,000	870,000	1,280,000	1,060,000	2,710,000	\$7,955,000	2.6%
County Property	800,000	605,000	1,340,000	330,000	520,000	\$3,595,000	1.2%
Planning	580,000	850,000	600,000	600,000	0	\$2,630,000	0.9%
Green Legacy	0	100,000	0	30,000	130,000	\$260,000	0.1%
Emergency Management	0	0	45,000	0	190,000	\$235,000	0.1%
CAO and Clerks	1,740,000	1,195,000	765,000	835,000	1,385,000	\$5,920,000	1.9%
Police Services	0	55,000	295,000	130,000	100,000	\$580,000	0.2%
Museum	910,000	1,690,000	1,770,000	250,000	2,125,000	\$6,745,000	2.2%
Library Services	7,775,000	435,000	275,000	240,000	305,000	\$9,030,000	2.9%
Housing Services	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	\$44,328,000	14.3%
Affordable Housing	685,000	6,075,000	6,095,000	50,000	55,000	\$12,960,000	4.2%
Wellington Terrace	365,000	1,065,000	420,000	415,000	840,000	\$3,105,000	1.0%
Ambulance Services	1,737,000	533,000	3,656,000	3,483,000	5,424,000	\$14,833,000	4.8%
Ontario Works	500,000	100,000	0	60,000	0	\$660,000	0.2%
Child Care	695,000	0	0	0	0	\$695,000	0.2%
Provincial Offences Act (POA)	545,000	65,000	65,000	30,000	51,000	\$756,000	0.2%
Total Expenditure	\$75,593,300	\$62,884,700	\$66,936,000	\$44,673,000	\$59,265,000	\$309,352,000	100.0%
Project Financing							
Recoveries	5,987,000	4,963,700	3,731,000	4,230,000	4,324,000	\$23,235,700	7.5%
Subsidy	10,001,300	5,366,700	2,000,000	0	0	\$17,368,000	5.6%
Canada Community Building Fund	2,800,000	3,170,000	1,800,000	4,300,000	2,900,000	\$14,970,000	4.8%
Ontario Community Infrastructure Fund	1,300,000	3,400,000	3,180,000	2,380,000	4,000,000	\$14,260,000	4.6%
National Housing Co-Inv Fund	8,316,000	1,536,000	0	0	0	\$9,852,000	3.2%
Reserves	35,165,000	38,584,300	39,035,000	29,723,000	36,386,000	\$178,893,300	57.8%
Development Charges	2,924,000	564,000	2,290,000	940,000	1,955,000	\$8,673,000	2.8%
Growth Related Debentures	7,900,000	4,100,000	8,600,000	800,000	5,200,000	\$26,600,000	8.6%
Debentures	1,200,000	1,200,000	6,300,000	2,300,000	4,500,000	\$15,500,000	5.0%
Total Financing	\$75,593,300	\$62,884,700	\$66,936,000	\$44,673,000	\$59,265,000	\$309,352,000	100.0%



County of Wellington

2024-2033 Capital Budget Summary

Programme / Service	2029	2030	2031	2032	2033	10 Year Total	% of Total
Project Expenditure							
Roadways	\$41,600,000	\$28,670,000	\$28,570,000	\$54,225,000	\$24,510,000	\$372,640,000	64.8%
Solid Waste Services	870,000	550,000	0	830,000	2,660,000	\$12,865,000	2.2%
County Property	285,000	285,000	635,000	1,650,000	460,000	\$6,910,000	1.2%
Planning	0	0	0	0	0	\$2,630,000	0.5%
Green Legacy	0	110,000	270,000	210,000	0	\$850,000	0.1%
Emergency Management	0	0	0	0	0	\$235,000	0.0%
CAO and Clerks	770,000	1,945,000	1,345,000	810,000	1,010,000	\$11,800,000	2.1%
Council	0	200,000	200,000	600,000	0	\$1,000,000	0.2%
Police Services	380,000	240,000	840,000	25,000	35,000	\$2,100,000	0.4%
Museum	915,000	35,000	324,000	0	0	\$8,019,000	1.4%
Library Services	860,000	1,435,000	582,000	1,120,000	445,000	\$13,472,000	2.3%
Housing Services	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	\$70,753,000	12.3%
Affordable Housing	6,100,000	60,000	315,000	6,075,000	235,000	\$25,745,000	4.5%
Wellington Terrace	390,000	330,000	230,000	230,000	230,000	\$4,515,000	0.8%
Ambulance Services	6,122,000	5,758,000	2,268,000	5,790,000	2,415,000	\$37,186,000	6.5%
Ontario Works	0	0	370,000	430,000	0	\$1,460,000	0.3%
Child Care	80,000	370,000	115,000	110,000	0	\$1,370,000	0.2%
Provincial Offences Act (POA)	151,000	123,000	111,000	69,000	72,000	\$1,282,000	0.2%
Total Expenditure	\$63,768,000	\$45,271,000	\$41,055,000	\$78,044,000	\$37,342,000	\$574,832,000	100.0%
Project Financing							
Recoveries	4,124,500	4,296,000	4,191,000	5,012,500	4,188,000	\$45,047,700	7.8%
Subsidy	2,000,000	0	0	2,000,000	0	\$21,368,000	3.7%
Canada Community Building Fund	3,000,000	3,000,000	3,000,000	1,800,000	1,800,000	\$27,570,000	4.8%
Ontario Community Infrastructure Fund	2,000,000	1,760,000	2,400,000	1,300,000	0	\$21,720,000	3.8%
National Housing Co-Inv Fund	0	0	0	0	0	\$9,852,000	1.7%
Reserves	33,448,500	30,570,000	26,944,000	49,731,500	30,854,000	\$350,441,300	61.0%
Development Charges	2,295,000	1,345,000	0	4,720,000	0	\$17,033,000	3.0%
Growth Related Debentures	11,900,000	4,300,000	4,520,000	13,480,000	500,000	\$61,300,000	10.7%
Debentures	5,000,000	0	0	0	0	\$20,500,000	3.6%
Total Financing	\$63,768,000	\$45,271,000	\$41,055,000	\$78,044,000	\$37,342,000	\$574,832,000	100.0%

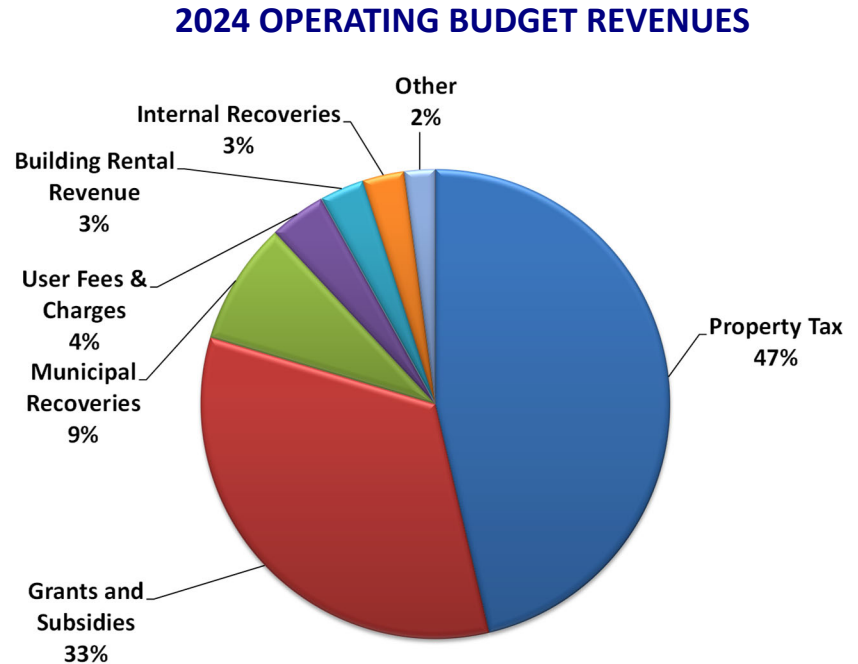
Executive Summary - Operating Budget

2024 Operating Budget Revenues

\$301.4 Million

Property taxes make up 47% of the County's revenues, followed by grants and subsidies totalling 33%.

Municipal recoveries amounting to 9% are the next largest revenue source for the County.

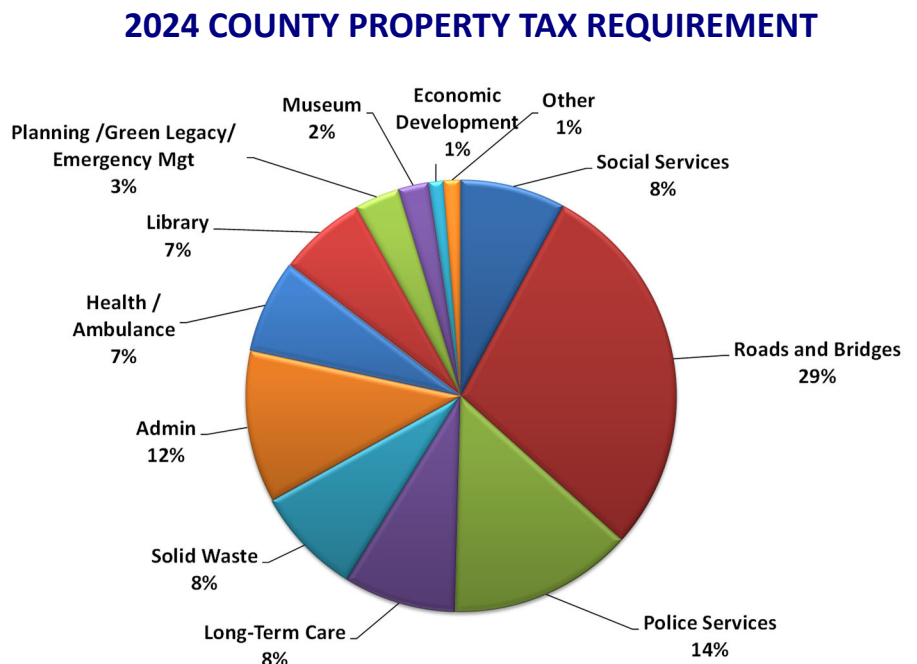


2024 County Property Tax Requirement

\$128.8 Million

Property taxes remain the County's largest and most important source of revenue. Approximately 43% of property tax dollars go to two services: roads and policing. Social services, long-term care, solid waste services and health and ambulance services make up another 31%.

All other services including the County library system, museum and archives, economic development, planning, green legacy and emergency management, and administration make up the remainder.



Operating Budget - Revenue Sources

County revenues are estimated based on federal/provincial funding announcements, estimated caseload and service levels (grants and subsidies) as well as adherence to cost sharing agreements for shared services with the City of Guelph (municipal recoveries). Rental revenues are based on rent-gear to income subsidy calculations for our social housing tenants and lease agreements with the province. Resident co-payment fees at our long-term care home are based on standards provided by the Ministry of Health and Long-Term Care. The following are major revenue sources for the County of Wellington:

Grants and Subsidies

Grants and subsidies anticipated to be received by the County in 2024 total just under \$101.4 million. Most of the subsidies received (\$84.1 million) are for the delivery of social services (Ontario Works, Child Care, Housing and Affordable Housing) as well as subsidies for operating the County's long-term care home, the Wellington Terrace (\$14.1 million). Much of the subsidies received for Social Services are received for services in the City of Guelph (\$63.6 million) for which the County delivers these programmes on their behalf in its role as Consolidated Municipal Service Manager (CMSM). This means that the County-only portion of these grants is \$20.5 million. Smaller grant and subsidy amounts are received for police, solid waste services, libraries and museum as well as the Ontario Municipal Partnership Fund (OMPF) grant. Other grants are received on a case-by-case basis.

Municipal Recoveries

The bulk of municipal recoveries (over \$30.5 million annually) are received from the City of Guelph for their share of Ontario Works, Child Care Services and Social Housing operating programmes (\$28.4 million). As well as \$283,300 estimated net fine revenue from the POA court services administered by the City of Guelph. A smaller amount of revenue is received from other municipalities (\$1.4 million) mainly for roads maintenance activities on boundary roads. Smaller recovery amounts are received for planning services and library agreements with neighbouring municipalities.

Building Rental Revenue

Most of the County's building rental revenue is from tenants of the County's directly owned social housing units. Other building rental revenue consists of agreements with the province for the rental of the Courthouse, Crown Attorney's office and space for Provincial OPP officers at some of the County's directly owned OPP stations.

User Fees and Charges

Primarily consist of resident co-payment fees at the Wellington Terrace (\$4.7 million), curbside user pay bag fees (\$2.0 million) and tipping fees at County landfill sites and transfer stations (\$1.8 million). Other user fees include planning and land division application fees (\$1.2 million), parent fees for the provision of child care (\$0.8 million) at the County's five directly operated child care centres, and solar panel revenues (\$0.2 million).

Other Revenue

Other revenue primarily consists of interest earnings on the County's long-term investment portfolio.

Operating Budget - Expenditures

2024 Operating Budget Expenditures - \$301.4 million

Salaries, Wages and Benefits

Consists of compensation costs for the County's over 1000 employees. This includes overtime, shift and standby premiums, vacation pay, clothing allowances as well as the County's share of employee paid benefits.

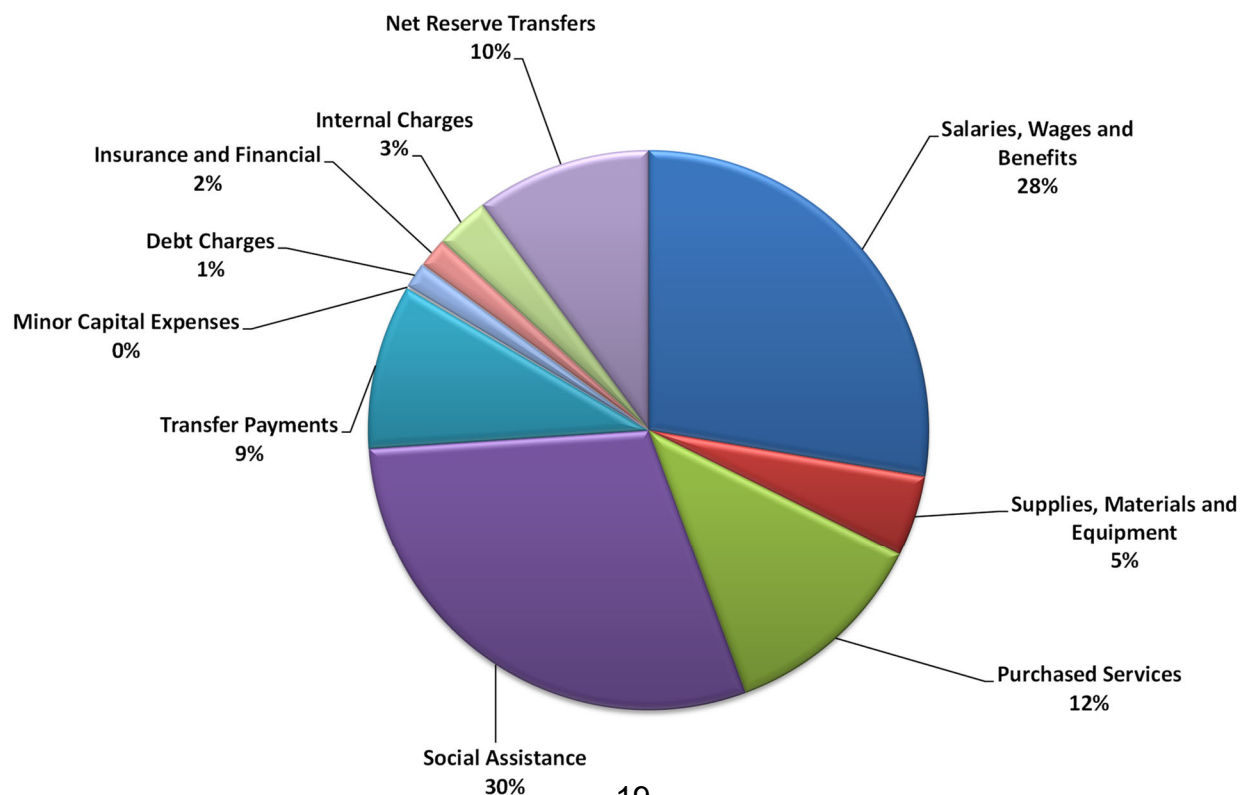
Supplies, Materials and Equipment

Includes the purchase of tangible supplies, materials and equipment for the provision of services within County departments. Major items include sand, salt and de-icer expenses; parts and fuel for County vehicles and equipment; food purchases at the County's long-term care home; operating supplies for directly-operated child care programmes; purchase of library circulation materials; computer hardware; and furniture, fixtures and equipment at County facilities.

Purchased Services

Includes contracted services paid to external agencies and organizations. Major items include professional and legal fees; property assessment; recyclables processing; curbside collection; maintenance services for County and housing facilities; software and hardware maintenance and licencing; utilities and taxes; as well as building rental costs.

2024 OPERATING BUDGET EXPENDITURES



Operating Budget - Expenditures

Social Assistance

Payments made to social services clients, community agencies and providers for income support; provision of child care services and social housing.

Transfer Payments

Consists of payments made to the province or provincial agencies, other municipalities for service delivery as well as grants to individuals and organizations. Major items include the Ontario Provincial Police (OPP) contract; mortgage payments to the province for social housing units; the Land Ambulance contract with the City of Guelph; payments to the Wellington-Dufferin-Guelph Public Health Unit; Rural Water Quality grants; and grant programmes for our member municipalities for Economic Development, and Accessibility.

Insurance and Financial

Includes building, equipment, vehicle and liability insurance for County facilities, officials and interests as well as accruals for short-term disability and WSIB self insurance. Financial expenses include provisions for property tax and general write-offs; collections expenses; bank charges and interest; debt issuance; and retailer compensation for the sale of user-pay bags.

Minor Capital Expenses

Includes building and facility upgrades of a one-time nature that don't meet County capital thresholds; roads and bridge repairs of a minor nature, guide rails and traffic related studies.

Internal Charges

Internal service and corporate allocations for the provision of services to other County departments. Major items include roads equipment charges; tipping fees and user pay bags; allocations within social services for appropriate contract provisions; and central administration charges to social services and long-term care in accordance with existing agreements.

Debt Charges

Principal and interest payments for the County's long-term debt. Includes amounts for both tax and growth supported debt. More information on County debt and debt servicing charges can be found on pages 33-34.

Transfers to/from Reserves and Capital

Since the County budgets on a "fund accounting" basis; these transfers encompass transfers to and from the County's operating, capital and reserves and reserve funds. Each fund has its own assets and liabilities and raises or is granted its own money for its own purposes and records its own expenditures. The transfers end up balancing out within all funds. Separate fund accounting provides for an increased level of control over the assets of the fund so that assets aren't inadvertently used for another fund.

Summary Of Staffing By Department

2023 Staffing Adjustments

Annualization of positions approved in 2023 budget as well as departmental restructuring as well as in year staffing adjustments.

Staffing Changes for 2024

CAO and Clerks: Communications Officer, removal of Student

Human Resources: Recruitment Specialist

Property: Maintenance Worker, Administrative Assistant

Roads: Conversion of Seasonal Winter Operators to FT Equipment Operators, Engineering Technologist

Planning: Co-op Student

Museum: 2 Summer Students

Ontario Works: Restructuring, staffing reallocation for integration

Housing: Staffing reallocation for integration

Child Care: Removal of Pedagogical Leader, staffing reallocation for Integration

Housing: Housing Stability Caseworker, Trainer, Housing Data Analyst, Housing Project Manager

Terrace: 3 FT Personal Support Workers, PT Personal Support Hours and Backfill, Cook and Backfill, PT Laundry ESW Hours, Scheduling Clerk

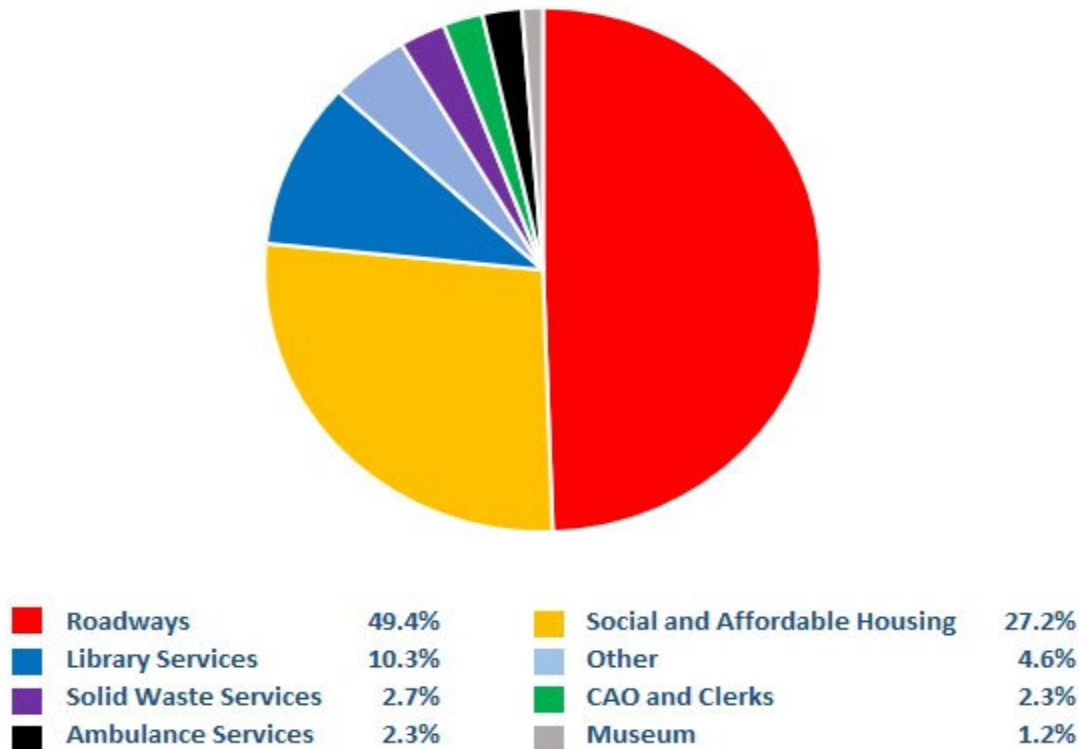
Department	Total FTEs			Change 2023-2024
	2022	2023	2024	
Office of the CAO/Clerk	38.3	39.8	40.6	0.9
Economic Development	8.2	8.7	9.2	0.5
Treasury	18.2	19.0	19.2	0.2
Human Resources	13.1	14.1	16.1	2.0
Property	14.4	14.1	16.1	2.0
Police	2.1	2.1	2.1	0.0
Roads Admin	9.0	9.0	9.8	0.8
Roads Field	60.7	61.4	67.3	5.9
Solid Waste	30.4	32.5	32.7	0.2
Planning	18.6	19.5	19.5	0.0
Tree Nursery	8.2	8.2	8.2	0.0
Emergency Management	4.3	4.3	4.3	0.0
Museum	18.2	18.2	18.8	0.6
Library	60.0	60.8	61.6	0.8
Ontario Works	69.4	69.5	57.5	(-12.0)
Child Care	96.4	97.5	99.4	1.9
Housing	50.2	52.7	58.8	6.1
Long-Term Care	215.5	215.9	221.7	5.8
Total	735.2	747.4	763.2	15.7

Summary Of Staffing By Department

2024 Staffing Summary				
2023 Approved staff complement (expressed as full time equivalents)	747.4			
Annualization of positions approved in the 2023 budget	2.2			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2023 In-Year Staffing Adjustments				
HR Payroll Coordinator	1.0	109,000		109,000
Terrace: Backfill Hours for Personal Support Workers, Registered Practical Nurses, and Registered Nurses	4.6	427,600	(427,600)	-
Adjustments due to COVID-19				
Terrace: Remove Terrace Aide	(3.1)	(183,300)	183,300	-
Total 2023 In-Year Staffing Adjustments	2.5	\$ 353,300	\$ (244,300)	\$ 109,000
Adjusted 2023 Staff Complement	752.1			
	FTE	Gross Cost (Sal & Ben.)	Other Funding / Savings	Net County Cost
2024 Proposed Staffing Changes				
CAO & Clerks: Communications Officer (Feb 1st start date), remove Student position	0.6	112,900	(14,500)	98,400
HR: Recruitment Specialist	0.8	82,000		82,000
Property: Maintenance Worker, Administrative Assistant	2.0	182,700		182,700
Roads: 10 FT Equipment Operators (April 1st start date), reduce Seasonal Winter Operators, add Engineering Technologist	6.4	755,100	(308,500)	446,600
Ontario Works Restructuring	(8.5)	(699,500)	545,100	(154,400)
Social Services Integration	1.1	96,600	(71,100)	25,500
Housing: Housing Stability Caseworker, Trainer, Housing Data Analyst, Housing Project Manager	3.5	409,300	(348,100)	61,200
Terrace: 3 FT Personal Support Workers, PT Personal Support Hours and Backfill, 1 FT Cook and Backfill (April 1st start), PT Laundry ESW Hours (April 1st start), 1 FT Scheduling Clerk (April 1st start)	4.3	382,400	(382,400)	-
Museum: 2 summer students	0.6	26,700		26,700
Planning: Co-op student	0.3	20,400		20,400
Proposed changes to Staff Complement	11.1	\$ 1,368,600	\$ (579,500)	\$ 789,100
2024 Proposed Staff Complement (full time equivalents)	763.2			

Executive Summary - Capital Budget

2024 CAPITAL EXPENDITURES BY DEPARTMENT



Other includes: Planning, County Property, Early Child Care, Ontario Works, Long Term Care, and Provincial Offences Act Administration.

2024 Capital Budget and Ten-Year Forecast

The County's 2024 capital budget totals \$75.6 million. The County's investment in its roadway network and social and affordable housing make up 77% of the current year's capital budget. Of the current year's capital budget, 48.1% is funded through own source revenues. The remainder is funded through Canada Community Building Fund, provincial and federal subsidies, municipal recoveries, development charges and growth related debentures.

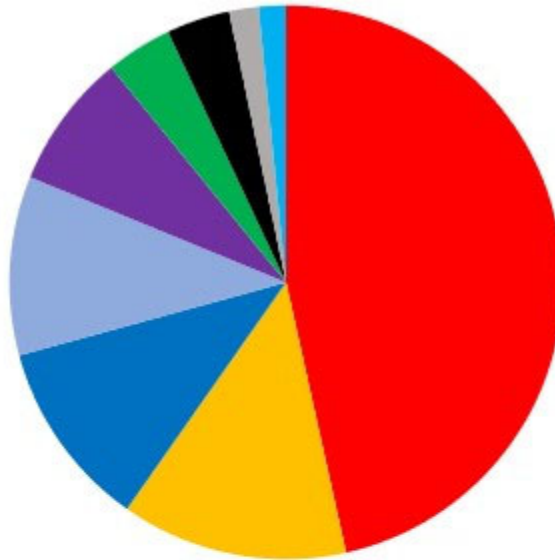
Major capital projects for the current year include:

- \$37.3 million in its existing network of roads, bridges, culverts and roads related equipment and facilities.
- \$20.5 million in capital repairs and enhancements within its social and affordable housing units,
- \$7.3 million for the construction of a new Erin Library Branch (\$12.9 million total project cost).

The Ten-Year Capital Plan invests \$574.8 million in infrastructure and equipment. This includes the design and construction of four ambulance stations, the development of Riverstown landfill, construction of the new Erin library branch, further investment in social housing and roads including \$66.1 million to complete the design and construction of four public works facilities.

Capital Budget - Funding Sources And Cash Flow

2024 CAPITAL FUNDING SOURCES



Reserves	46.5%	Subsidy	13.2%
National Housing Co-Inv	11.0%	Growth Related Debentures	10.5%
Recoveries	7.9%	Development Charges	3.9%
Canada Community Building Fund	3.7%	Ontario Community Infrastructure Fund	1.7%
Debentures	1.6%		

2024 Estimated Capital Cash Flow (in \$M)

Capital Projects Carry-Forward from 2023 (A)	2024 Capital Budget (B)	Total Capital in 2024 (A+B)	2024 Projected Cash Flow
78.31	75.59	153.90	69.26

The table above shows the County's estimated projected cash flow for 2024.

Major capital projects can take years to complete and projected capital expenditures relate to work in process from previously approved capital budgets as well as current year spending.

Adequate financing is in place to fund the 2024 projected capital cash flow of \$69.26 million.

Capital Budget: Funding Sources

The County of Wellington's capital budget and ten-year plan is supported by several sources of revenue, which include reserves, recoveries from other municipalities, Canada Community Building Fund, provincial subsidy, and development charges. Capital revenue sources are described below.

Reserves

The County funds its capital budget predominately through capital reserves providing stable, predictable, long-term, sustainable funding. Budgeted operating transfers to reserve helps to smooth the impact on the tax levy.

Recoveries

Recoveries from other municipalities are budgeted for shared projects. The largest portion of the recoveries are for projects in Social Services where the County provides services on behalf of the City of Guelph, and in the roads department where capital works on boundary roads and bridges are shared with neighbouring municipalities.

Canada Community Building Fund

The County has planned to utilize \$27.6 million in Canada Community Building Funding on asset management and infrastructure improvements to its network of roads, bridges and culverts over the next ten years. Projects include: the annual pavement preservation programme, two bridge and culvert projects, six road construction and resurfacing projects. The complete list of Canada Community Building funded projects is shown in the table on the following pages.

Ontario Community Infrastructure Fund

The provincial subsidy revenues identified are from the Ontario Community Infrastructure Fund (OCIF) formula-based funding. The Province has revised the formula used to distribute funding to municipalities, resulting in a reduction in annual funding of over \$480,000 to the County. The County's allocation is \$2.7 million in 2024. Staff have assumed this level of funding will continue to decline to 2027, after which the funding level is maintained through to 2033. The complete list of OCIF funded projects is shown on the following pages. Projects include: nine roads and resurfacing projects, six bridges and one culvert.

Development Charges

Development charges are used to fund growth related capital and are determined through the development charge background study in accordance with the County's development charge by-law 5759-22 which was approved on May 26, 2022. The mandatory phase-in of development charges as required by Bill 23 is projected to reduce development charge revenue by \$4.7 million over the 10-year plan. The introduction of definitions for affordable and attainable housing introduced by Bill 134 is projecting development charge revenue to be further reduced up to \$19.7 million.

Canada Community Building Fund Projects

	2024	2025	2026	2027	2028	5 Year Total
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	\$9,000,000
Roads Construction						
WR 16, Hwy 89 to WR 109						0
WR 124, WR 24 to Ospringe 6km				2,500,000		2,500,000
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab						0
WR 36, Bridge B036122, Replace		800,000				800,000
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km						0
WR 11, 300m S of 16th Line to WR 109	1,000,000					1,000,000
WR 35, WR 34 to Hamilton boundary, 6.6 km		570,000				570,000
WR 109, Hwy 6 to Dufferin 11.1 km					1,100,000	1,100,000
Total County of Wellington	2,800,000	3,170,000	1,800,000	4,300,000	2,900,000	\$14,970,000

	2029	2030	2031	2032	2033	10 Year Total
Asset Management / Engineering						
Pavement Preservation Programme	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	\$18,000,000
Roads Construction						
WR 16, Hwy 89 to WR 109	1,200,000					1,200,000
WR 124, WR 24 to Ospringe 6km						2,500,000
Bridges						
WR 7, Rothsay Bridge, 07019, Rehab		1,200,000				1,200,000
WR 36, Bridge B036122, Replace						800,000
Roads Resurfacing						
WR 7, 1st Line to WR 18, 3.3 km			1,200,000			1,200,000
WR 11, 300m S of 16th Line to WR 109						1,000,000
WR 35, WR 34 to Hamilton boundary, 6.6 km						570,000
WR 109, Hwy 6 to Dufferin 11.1 km						1,100,000
Total County of Wellington	3,000,000	3,000,000	3,000,000	1,800,000	1,800,000	\$27,570,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2024	2025	2026	2027	2028	5 Year Total
Growth Related Construction						
WR 124, WR 32 to Guelph Rd 1, 1.7 km		1,000,000				\$1,000,000
Road Construction						
WR 12, WR 7 to 300m East of 16th Line						
WR 16, WR 109 to WR 19						
WR 50, Railway Tracks to WR 125 6km						
WR 123, Palmerston WR 5 to Hwy 23, 2km				430,000	1,000,000	1,430,000
Bridges						
WR 11, Flax Bridge B011025 Rep	500,000					500,000
WR 32, Blatchford Bridge, Replace			1,260,000			1,260,000
WR 35, Paddock Bridge, B035087	800,000					800,000
WR 109, CR Bridge 4, B109133			1,920,000			1,920,000
WR 109, CR Bridge 10 B109134				1,950,000		1,950,000
WR 109, CR Bridge 5, C109123		1,200,000				1,200,000
Culverts						
WR 11, Culvert C110930, Replace					2,000,000	2,000,000
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24		1,200,000				1,200,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						
WR 26, WR 124 to WR 18 15km						
WR 109, Hwy 6 to Dufferin 11.1 km					1,000,000	1,000,000
Total County of Wellington	1,300,000	3,400,000	3,180,000	2,380,000	4,000,000	\$14,260,000

Ontario Community Infrastructure Fund (OCIF) Projects

	2029	2030	2031	2032	2033	10 Year Total
Growth Related Construction						
WR 124, WR 32 to Guelph Rd 1, 1.7 km						\$1,000,000
Road Construction						
WR 12, WR 7 to 300m East of 16th Line	2,000,000					2,000,000
WR 16, WR 109 to WR 19		860,000				860,000
WR 50, Railway Tracks to WR 125 6km				1,300,000		1,300,000
WR 123, Palmerston WR 5 to Hwy 23, 2km						1,430,000
Bridges						
WR 11, Flax Bridge B011025 Rep						500,000
WR 32, Blatchford Bridge, Replace						1,260,000
WR 35, Paddock Bridge, B035087						800,000
WR 109, CR Bridge 4, B109133						1,920,000
WR 109, CR Bridge 10 B109134						1,950,000
WR 109, CR Bridge 5, C109123						1,200,000
Culverts						
WR 11, Culvert C110930, Replace						2,000,000
Roads Resurfacing						
WR 22, WR 26 to 300m S of WR24						1,200,000
WR 24, 300m S of WR 50 to SR 9 2.5 km		900,000				900,000
WR 26, WR 124 to WR 18 15km			2,400,000			3,400,000
WR 109, Hwy 6 to Dufferin 11.1 km						1,000,000
Total County of Wellington	2,000,000	1,760,000	2,400,000	1,300,000	0	\$21,720,000

Fund Descriptions

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds. Each fund has a distinct purpose.

Operating Fund:

Used to record all revenues and expenditures relating to the day-to-day operations of the County.

Capital Fund:

Records all capital related transactions, and is utilized in acquiring, constructing or improving infrastructure and capital facilities.

Reserve Fund:

Reserves and reserve funds may be established for any purpose deemed necessary by resolution of County Council. Typical uses of reserves are for equipment replacement, contingencies and stabilization purposes, and capital financing.

Monies flow between funds through transfers and are recorded as expenses or revenues in the affected funds.

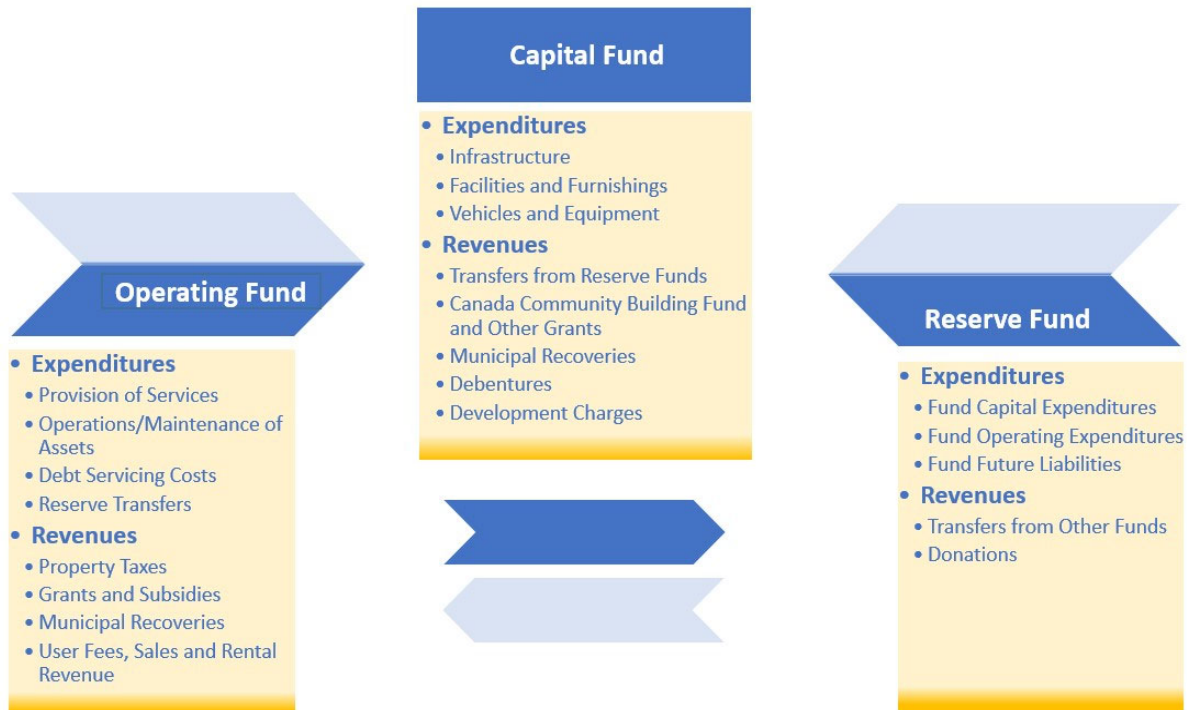
The Reserve and Reserve Fund Balances are budgeted to decrease \$3.6 million in 2024.

Reserve transfers to fund major capital items in 2024 include:

- \$14.4 million for road works; \$3.9 million for Erin Library construction, \$3.5 million for the Arthur Garage, and \$4.2 million for Roads and Solid Waste Equipment

Operating departments with increased transfer to reserve to manage assets and fund future capital include:

- Roads, Solid Waste Services, Museum, CAO and Clerks (IT) and Property



Reserves And Reserve Funds

Reserves and Reserve Funds are established by County Council to improve long-term financial stability and to assist with financial planning. Under the provisions set out in the Municipal Act and the Council approved County Reserves and Reserve Fund Policy, these funds are typically used to fund capital projects, operations, smooth tax levy impacts, and help manage the County's financial position.

Reserves

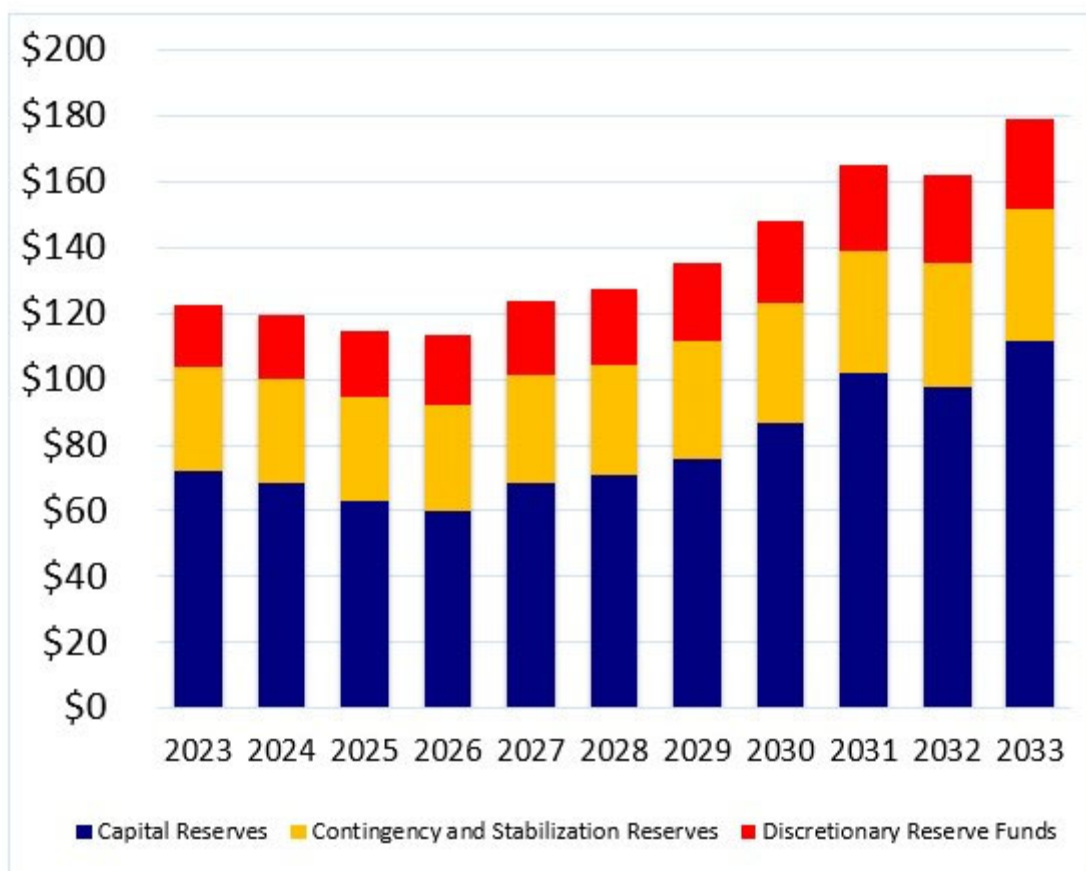
Reserves are revenues set aside at the discretion of Council to provide for future expenditures, such as infrastructure replacement. Reserves may be established for any municipal purpose such as working funds, contingencies and asset replacements. The use of reserves assists the County in maintaining its financial position.

Reserve Funds

Reserve Funds are segregated and restricted to meet a specific identified purpose, and must receive interest income per the Municipal Act.

Reserve Funds are established through a by-law of council or by a requirement of provincial legislation. Reserve funds authorized by County Council are referred to as permissive or discretionary reserve funds, and are established for specific purposes.

The chart below shows the reserve and reserve fund projected balance for the 2023-2033 period.



2024 Reserves Activity

	2023 Actual	2024 Budget						2024 Estimated Closing Balance
		Transfers In			Transfers Out			
		From Operating	Interest	Other	To Capital	To Operating	Other	
Reserves								
Contingency and Stabilization Reserves								
Contingency and Stabilization	20,078	175	683	427		(1,764)	(220)	19,379
Winter Control	4,223		154					4,379
Shared Services Stabilization	7,776		268			(405)		7,643
Subtotal Contingency and Stabiliza- tion	32,077	175	1,110	427	-	(2,169)	(220)	31,401
Capital Reserves								
Roads Equipment Replacement	2,734	3,350	81		(3,886)			2,279
SWS Equipment Replacement	918	650	46		(320)			1,294
Roads Capital	11,083	17,800	386		(18,425)			10,843
General Capital	8,179	1,660	252		(3,004)			7,087
Solid Waste Services Capital	1,414	500	26		(1,205)			735
Housing Capital	3,137	1,300	110		(1,443)			3,104
County Property Capital	8,452	1,736	162	77	(5,830)	(47)		4,550
Climate Change Mitigation	2,870	97	104		(150)			2,921
Wellington Terrace Capital	8,777	250	329		(365)			8,991
Ambulance	1,392	600	76		(537)			1,531
Continuum of Care Reserve	5,711		211		-			5,921
Housing Development (County)	5,014	1,355	285		-			6,654
Subtotal Capital Reserves	59,681	29,297	2,067	77	(35,165)	(47)		55,911
Total Reserves	91,759	29,472	3,177	504	(35,165)	(2,216)	(220)	87,311
Discretionary Reserve Funds								
Future Liability Coverage								
WSIB Self Insurance	3,934		133	425		(748)		3,744
Landfill Closure and Post Closure	10,334	600	393			(286)		11,041
Health Unit Debt Retirement	0		-					0
Post Employment Benefit	2,365		87	150				2,602
Donation Reserve Funds								
Museum and Archives Donations	95	50	5					151
Wellington Terrace Donations	60		2					62
Library Donations	372		14			(0)		385
Luella Logan Scholarship/Award	153		6			(3)		156
Specific Purpose Reserve Funds								
Housing Regeneration	507		12			(5)		514
Homeownership Loan Programme	686		17					703
Total Discretionary Reserve Funds	18,506	650	669	575	-	(1,042)	-	19,357
Total Reserves and Reserve Funds	110,265	30,122	3,846	1,079	(35,165)	(3,258)	(220)	106,669

Long-Term Liabilities And Debt

Long Term Borrowing

The County's long term borrowing plan remains sustainable and affordable, with \$81.8 million in new debt to be issued over the next ten years. The majority of the capital plan continues to be funded from reserves (60.7%).

Tax Supported Debt

As of December 31, 2023 County tax supported debt totals \$13.1 million. The 2024 – 2033 forecast anticipates the issuance of \$20.5 million for an Erin ambulance station, ambulance station upgrade, and Erin and Bruce Dale garage facilities.

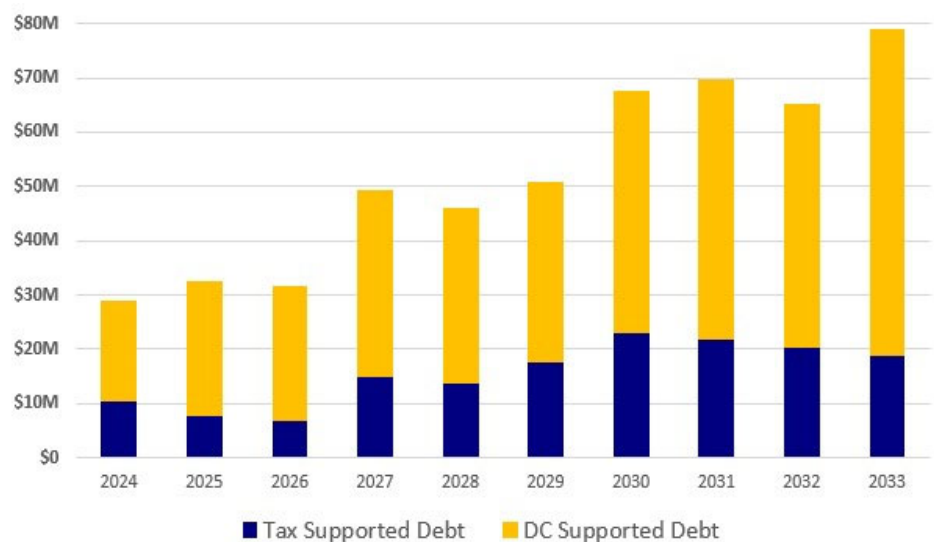
Development Charge Supported Debt

As of December 31, 2023 County development charge supported debt totals \$14.2 million. The 2024 – 2033 forecast anticipates the issuance of \$61.3 million of development charge supported debt related to growth related portion of four roads facilities, roads construction projects, the Erin Library, four ambulance stations, and the upgrade of the Elora Waste Facility.

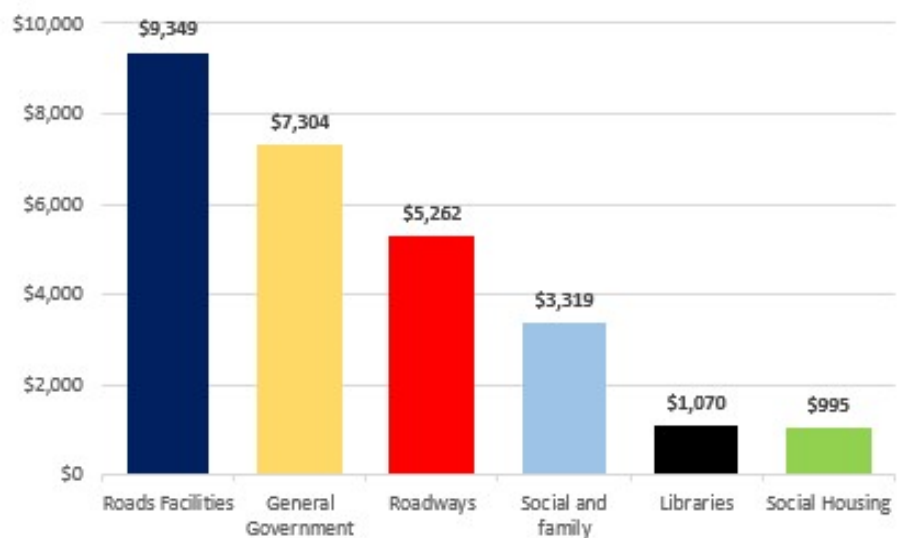
Current Debt Obligations

The County's current debt obligation in 2023 sits at just over \$27 million. The largest debt obligations reside within Roadways and Roads Facilities, General Government, as well as Social and Family Services which account for \$25.2 million of the total in 2023. The County has been able to maintain a reasonable debt obligation and maintain its AAA credit rating with Standard and Poor's.

COUNTY OF WELLINGTON DEBT OUTSTANDING (2024-2033) MILLIONS



in 000's



Long-Term Liabilities And Debt

Debt Servicing Requirements

Debt servicing costs will top out at \$8.0 million (\$2.4 million tax supported, \$5.6 million growth supported) in 2033. Debt charges do not exceed 6.7% of the County tax levy over the ten-year plan.

Year	Total Principal and Interest
2024	4,413,418
2025	4,859,272
2026	3,579,915
2027	4,070,544
2028	5,389,048
2029	5,233,143
2030	6,151,270
2031	7,247,784
2032	7,605,463
2033	8,067,495
2034-2042	69,173,387

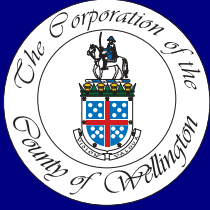
Standard and Poor's Credit Rating: AAA

Year	Tax Supported Principal	Tax Supported Interest	Total Tax Supported	DC Supported Principal	DC Supported Interest	Total DC Supported	Total Debt Servicing
2024	2,605,201	450,925	3,056,126	797,500	559,793	1,357,293	4,413,418
2025	2,490,425	324,907	2,815,332	1,197,097	846,842	2,043,939	4,859,272
2026	873,000	227,150	1,100,150	1,455,196	1,024,568	2,479,765	3,579,915
2027	764,000	418,002	1,182,002	1,602,137	1,286,405	2,888,542	4,070,544
2028	1,270,863	610,826	1,881,689	1,999,235	1,508,124	3,507,359	5,389,048
2029	1,088,856	692,152	1,781,008	1,960,721	1,491,414	3,452,135	5,233,143
2030	1,285,286	942,550	2,227,836	2,110,713	1,812,721	3,923,434	6,151,270
2031	1,373,076	1,060,081	2,433,157	2,603,323	2,211,304	4,814,627	7,247,784
2032	1,431,080	1,002,066	2,433,146	2,940,653	2,231,664	5,172,317	7,605,463
2033	1,491,384	941,075	2,432,459	3,006,986	2,628,050	5,635,036	8,067,495
2034-2042	11,560,812	5,579,659	17,140,471	31,390,031	20,642,886	52,032,916	69,173,387

Annual Debt Repayment Limit

The Province, through the Ministry of Municipal Affairs and Housing, establishes debenture limits for all municipalities on an annual basis. The calculation, which uses data obtained from the 2022 Financial Information Return (FIR), provides an upper limit or ceiling on debt repayment costs. The purpose of regulating debenture limits is to ensure that municipalities do not issue excessive amounts of debt, thereby weakening their longer-term financial strength. Debt issued on behalf of a member municipality is reflected in each member municipality's debt limit.

The ceiling is established not as an absolute amount of debt, but rather as the relationship of debt servicing costs relative to own source revenues (taxation, user fees and charges, etc.). The annual debt repayment limit is calculated as 25% of 2022 Own Source Revenues (\$35.7 million) less all 2022 debt principal (\$4.5 million) and debt interest (\$1.2 million). Wellington's Estimated Annual Debt Repayment Limit (ADRL) for 2024 is \$30.0 million.



Programme Overview

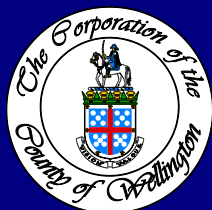
Programme/Service:	General Revenue and Expenditures
Department:	Administered by Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- This budget contains items which are of a general nature and not specifically allocated to or identified with a particular programme or service
- General revenues include property taxation (including payments-in-lieu), the Ontario Municipal Partnership Fund (OMPF) Grant, and interest earnings
- General expenditures include property assessment services (MPAC), corporate telephone and postage costs, tax write-offs and allowances for other write-offs, banking charges, and general insurance/legal expenditures

2024 Budget Highlights

- The Ontario Municipal Partnership Fund (OMPF) grant is budgeted at \$669,300 which is a drop in funding of 118,100 (15%) from 2023
- Estimates for supplementary and omitted tax revenues have been increased by \$500,000 to \$3.0 million to reflect strong assessment growth figures and expectations for the current year
- Tax write-off estimates have been reduced by \$300,000 to reflect improvements made by MPAC and Agricorp to the processing of applications for the Farm Tax Incentive programme
- Estimated investment interest of \$4.9 million is transferred to reserves and reserve funds
- The County's share of MPAC's budget for property assessment services is estimated to be \$1,569,600



Performance Measures

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The Wellington County Assessment Base Management Policy and Procedure recognizes that property taxes are the single most important revenue source for the County of Wellington and it is essential that a high quality assessment base be maintained and will strive to meet the following goals and objectives:

- Promote greater equity, fairness and transparency of the assessment base
(Making the best decisions for the betterment of the community)
- Determine assessment and taxation activities that are designed to maximize the amount of revenue available for collection by the County and its member municipalities
(Making the best decisions for the betterment of the community)
- To protect the assessment base from unnecessary losses
(Making the best decisions for the betterment of the community)
- Provide a means of effectively combating the need to increase the tax rate and cut primary services when additional revenue is required
(Doing what the County does best - providing critical daily services for your residents)

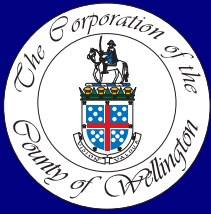
The Wellington County Cash and Investment Management Policy identifies the following goals and objectives:

- Adherence to statutory requirements under Ontario Regulation 438/97 or subsequent provincial regulations and County policy (Doing what the County does best - providing critical daily services for your residents)
- Preservation of capital in the overall portfolio though investment in minimum bond ratings of A or higher
(Making the best decisions for the betterment of the community)
- Maintenance of liquidity to meet cash flow requirements and minimize temporary borrowing
(Making the best decisions for the betterment of the community)
- Diversification of the investment portfolio by maturity, issuer and class of security
(Making the best decisions for the betterment of the community)
- Maximize the rate of return earned on the investment portfolio
(Making the best decisions for the betterment of the community)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
County Tax Levy (\$000's)	\$128,838	\$120,491	\$113,490	\$108,828
% of Property Taxes Paid by Residential Property Owners	76.84%	77.46%	77.30%	77.50%
Supplementary/Omitted Taxes Received as a % of Tax Levy	3.10%	2.60%	2.81%	2.58%
Value of Taxes Written-Off as a % of Tax Levy	0.54%	0.83%	1.16%	0.64%
Property Assessment Services Cost (MPAC) as a % of Tax Levy	1.22%	1.26%	1.34%	1.40%
OMPF Grant Funding Received as a % of Tax Levy	0.61%	0.65%	0.82%	1.00%
Investment and Bank Interest Earned	\$4,900,000	\$3,600,000	\$4,240,640	\$3,121,020
Investment Portfolio Book Value and Cash & Cash Equivalents Balance (\$000's) on December 31	\$152,538	\$188,400	\$200,673	\$169,685
Investment and Bank Interest Earned as a % of Investment Portfolio Book Value and Cash & Cash Equivalents Balance	3.21%	1.91%	2.11%	1.84%



County Of Wellington

2024 Operating Budget

Programme/Service: General Revenue and Expenditures

Department: Administered by Treasury

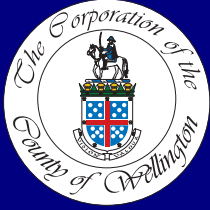
Governance: Administration, Finance and Human Resources Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Property Taxation	\$117,618,873	\$116,401,800	\$123,308,126	\$123,924,600	\$132,793,600	\$8,869,000	7.2%
Grants & Subsidies	\$926,300	\$926,300	\$787,400	\$787,400	\$669,300	(\$118,100)	(15.0%)
Sales Revenue	\$16,900	\$19,600	\$10,650	\$20,000	\$20,400	\$400	2.0%
Other Revenue	\$5,833,284	\$4,775,000	\$4,020,261	\$3,600,000	\$4,900,000	\$1,300,000	36.1%
Internal Recoveries	\$32,959	\$35,000	\$33,012	\$35,000	\$35,000	\$ -	-
Total Revenue	\$124,428,316	\$122,157,700	\$128,159,449	\$128,367,000	\$138,418,300	\$10,051,300	7.8%
Expenditure							
Salaries, Wages and Benefits	\$13,891	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material & Equipment	\$13,239	\$30,100	\$15,129	\$30,100	\$30,900	\$800	2.7%
Purchased Services	\$2,184,256	\$2,405,200	\$2,017,688	\$2,461,700	\$2,463,600	\$1,900	0.1%
Insurance & Financial	\$2,062,237	\$1,395,100	\$560,449	\$1,430,100	\$1,166,200	(\$263,900)	(18.5%)
Total Expenditure	\$4,273,623	\$3,830,400	\$2,593,266	\$3,921,900	\$3,660,700	(\$261,200)	(6.7%)
Net Operating Cost / (Revenue)	(\$120,154,693)	(\$118,327,300)	(\$125,566,183)	(\$124,445,100)	(\$134,757,600)	(\$10,312,500)	8.3%
Debt and Transfers							
Transfer from Reserve	(\$700,000)	(\$700,000)	(\$500,000)	(\$500,000)	(\$900,000)	(\$400,000)	80.0%
Transfers to Reserve	\$9,624,130	\$4,925,000	\$ -	\$3,600,000	\$4,900,000	\$1,300,000	36.1%
Total Debt and Transfers	\$8,924,130	\$4,225,000	(\$500,000)	\$3,100,000	\$4,000,000	\$900,000	29.0%
NET COST / (REVENUE)	(\$111,230,563)	(\$114,102,300)	(\$126,066,183)	(\$121,345,100)	(\$130,757,600)	(\$9,412,500)	7.8%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
General Revenue & Expenditure

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	787,400	669,300	502,000	334,700	167,400						
Sales Revenue	20,000	20,400	20,800	21,400	22,000	22,700	23,400	24,100	24,800	25,500	26,300
Other Revenue	3,600,000	4,900,000	4,600,000	4,200,000	4,320,000	4,440,000	4,560,000	4,680,000	4,800,000	4,920,000	5,040,000
Internal Recoveries	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
PILs and Supplementary Taxes	123,924,600	132,793,600	141,039,300	148,442,400	155,886,400	163,342,400	170,124,200	177,051,000	184,723,000	192,656,000	200,268,900
Total Revenue	128,367,000	138,418,300	146,197,100	153,033,500	160,430,800	167,840,100	174,742,600	181,790,100	189,582,800	197,636,500	205,370,200
EXPENDITURES											
Supplies, Material & Equipment	30,100	30,900	31,800	32,800	33,800	34,800	35,900	37,000	38,100	39,200	40,300
Purchased Services	2,461,700	2,463,600	2,541,000	2,618,800	2,699,000	2,781,500	2,866,600	2,954,200	3,044,500	3,137,500	3,233,200
Insurance & Financial	1,430,100	1,166,200	1,192,500	1,222,700	1,255,300	1,290,300	1,327,900	1,368,300	1,411,600	1,458,200	1,508,200
Total Expenditures	3,921,900	3,660,700	3,765,300	3,874,300	3,988,100	4,106,600	4,230,400	4,359,500	4,494,200	4,634,900	4,781,700
Net Operating Cost / (Revenue)	(124,445,100)	(134,757,600)	(142,431,800)	(149,159,200)	(156,442,700)	(163,733,500)	(170,512,200)	(177,430,600)	(185,088,600)	(193,001,600)	(200,588,500)
yr/yr % change		8.3%	5.7%	4.7%	4.9%	4.7%	4.1%	4.1%	4.3%	4.3%	3.9%
DEBT AND TRANSFERS											
Transfer from Reserves	(500,000)	(900,000)	(900,000)								
Transfer to Reserves	3,600,000	4,900,000	4,600,000	4,200,000	4,320,000	4,440,000	5,160,000	4,680,000	4,800,000	4,920,000	6,040,000
Total Debt and Transfers	3,100,000	4,000,000	3,700,000	4,200,000	4,320,000	4,440,000	5,160,000	4,680,000	4,800,000	4,920,000	6,040,000
TAX LEVY REQUIREMENT	(121,345,100)	(130,757,600)	(138,731,800)	(144,959,200)	(152,122,700)	(159,293,500)	(165,352,200)	(172,750,600)	(180,288,600)	(188,081,600)	(194,548,500)
yr/yr % change		7.8%	6.1%	4.5%	4.9%	4.7%	3.8%	4.5%	4.4%	4.3%	3.4%



Programme Overview

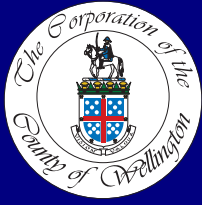
Programme/Service:	County Council
Department:	Administered by the Chief Administrative Officer
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- As the governing body of the County, it is the role of council to:
 - represent the public and to consider the well-being and interests of the municipality;
 - develop and evaluate the policies and programmes of the municipality;
 - determine which services the municipality provides;
 - ensure that administrative practices and procedures are in place to implement the decisions of council;
 - ensure accountability and transparency of the operations of the municipality;
 - maintain the financial integrity of the municipality; and
 - carry out the duties of council under all relevant legislation
- County council is comprised of the mayors of the seven member municipalities and nine directly elected ward councillors
- The Warden is the head of council and is chosen by council every two years. It is the role of the head of council to:
 - act as chief executive officer of the municipality;
 - preside over council meetings;
 - provide leadership to the council;
 - represent the municipality at official functions; and
 - carry out the duties of the head of council under any provincial act.
- The following committees and boards report to County Council, which meets monthly: Administration, Finance and Human Resources; Social Services; Roads; Solid Waste Services; Planning and Land Division; Information, Heritage and Seniors; Wellington County Library Board; Wellington County Police Services Board; Economic Development; Warden's Advisory Committee
- In 2023 County Council approved its updated Strategic Action Plan called "Proudly Moving Forward Together." The remainder of the term will be focused on implementing the objectives identified in the Strategic Action Plan.

2024 Budget Highlights

- The 2024 budget provides for the salaries and benefits for Council members and various Council and Committee expenses.
- A provision has been added to the capital budget to host the International Plowing Match in 2032.



County Of Wellington

2024 Operating Budget

Programme/Service: **County Council**

Department: **Administered by the Chief Administrative Officer**

Governance: **Administration, Finance and Human Resources Committee**

			2023			\$ Change	% Change
	2022	2022	Preliminary	2023	2024	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Other Revenue	\$ -	\$ -	\$1,329	\$ -	\$ -	\$ -	-
Total Revenue	\$ -	\$ -	\$1,329	\$ -	\$ -	\$ -	-
Expenditure							
Salaries, Wages and Benefits	\$991,430	\$996,800	\$1,054,275	\$1,054,400	\$1,092,600	\$38,200	3.6%
Supplies, Material & Equipment	\$47,557	\$74,800	\$48,139	\$51,500	\$51,600	\$100	0.2%
Purchased Services	\$202,930	\$232,800	\$267,448	\$238,200	\$252,100	\$13,900	5.8%
Insurance & Financial	\$12,154	\$10,700	\$15,803	\$12,700	\$14,800	\$2,100	16.5%
Total Expenditure	\$1,254,071	\$1,315,100	\$1,385,665	\$1,356,800	\$1,411,100	\$54,300	4.0%
Net Operating Cost / (Revenue)	\$1,254,071	\$1,315,100	\$1,384,336	\$1,356,800	\$1,411,100	\$54,300	4.0%
Debt and Transfers							
NET COST / (REVENUE)	\$1,254,071	\$1,315,100	\$1,384,336	\$1,356,800	\$1,411,100	\$54,300	4.0%



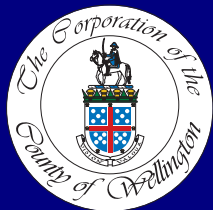
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
County Council

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	1,054,400	1,092,600	1,131,500	1,166,600	1,202,700	1,239,600	1,278,300	1,318,000	1,358,700	1,401,000	1,444,400
Supplies, Material & Equipment	51,500	51,600	53,400	54,800	56,300	57,800	59,300	61,100	63,000	64,900	66,800
Purchased Services	238,200	252,100	260,000	267,700	275,600	283,800	292,100	300,700	309,400	318,400	327,700
Insurance & Financial	12,700	14,800	15,400	15,900	16,600	17,300	18,200	19,000	19,900	20,900	21,800
Total Expenditures	1,356,800	1,411,100	1,460,300	1,505,000	1,551,200	1,598,500	1,647,900	1,698,800	1,751,000	1,805,200	1,860,700
Net Operating Cost / (Revenue)	1,356,800	1,411,100	1,460,300	1,505,000	1,551,200	1,598,500	1,647,900	1,698,800	1,751,000	1,805,200	1,860,700
yr/yr % change		4.0%	3.5%	3.1%	3.1%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	1,356,800	1,411,100	1,460,300	1,505,000	1,551,200	1,598,500	1,647,900	1,698,800	1,751,000	1,805,200	1,860,700
yr/yr % change		4.0%	3.5%	3.1%	3.1%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%



County of Wellington
10 Year Capital Budget
County Council

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
County Council											
2032 Int'l Plowing Match							200,000	200,000	600,000		1,000,000
Total County Council							200,000	200,000	600,000		1,000,000
Total							200,000	200,000	600,000		1,000,000
Sources of Financing											
Reserves							200,000	200,000	600,000		1,000,000
Total Financing							200,000	200,000	600,000		1,000,000



Programme Overview

Programme/Service:	Office of the CAO and Clerk
Department:	Office of the CAO and Clerk
Governance:	Administration, Finance and Human Resources Committee

Programme Description

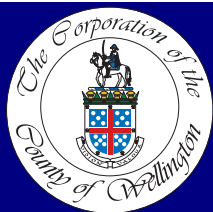
The Office of the CAO and Clerk is responsible for general management and the information technology resources of the Corporation. Our role includes:

- Implementing strategic directions as approved by County Council
- General management of the operation of the corporation
- Fulfillment of statutory responsibilities as set out in the *Municipal Act* and other legislation, including records retention, Council/Committee agendas and minutes, by-laws, etc.
- Responsible for corporate communications function
- Hardware and software provision and maintenance
- Network administration and technical support for all County operations and work locations
- Web site development and maintenance

2024 Budget Highlights

- New staffing includes a Communications Officer, partially offset by the removal of a student position. The position will aid in maintaining a presence on social media platforms, meet increasing requests from various departments and take on new projects and initiatives at the County.
- The budget includes increases to software maintenance and licenses (\$172,000)
- Accessibility grants are available for the seven member municipalities in order to facilitate improved access in municipal buildings throughout the County
- The 2024-33 capital forecast includes lifecycle replacement activities and new initiatives for technical services, application services and information management. In the 2024 application services budget the implementation of the Human Resources Information System continues which will provide efficiencies in current corporate practices. Information Management plans for lifecycle upgrades to the Intranet and City website.

Staff Complement (Full time equivalents)	2023	2024
CAO	1.0	1.0
Clerk's Office	7.6	8.7
Corporate Communications	6.3	6.9
Information Technology	24.8	25.0
Total	39.8	41.6
Current employee count: 40		



Performance Measures

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

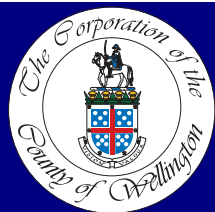
The goals and objectives for the Office of the CAO and Clerk are broad and cover several services at the County, including information management, corporate communications, and information technology:

- Provide leadership and management of the municipality and ensure programmes and services are delivered efficiently and effectively.
(Doing what the County does best - providing critical daily services for your residents)
- Ensure policies and directions of Council are implemented and advises and informs Council on the operation and affairs of the municipality.
(Doing what the County does best - providing critical daily services for your residents)
- Provide legislative, procedural, and administrative support to matters and decisions of Council.
(Doing what the County does best - providing critical daily services for your residents)
- Ensure the statutory requirements of the Municipal Act are met.
(Making the best decisions for the betterment of the community)
- Serve as the lead contact for County Councillors, members of the public, other government offices when dealing with Committee and Council issues.
(Doing what the County does best - providing critical daily services for your residents)
- Provide assistance in coordinating inter-departmental issues/projects.
(Cherishing the County's most valued asset - its Staff)
- Coordinate the technology, communication systems, electronic service delivery, network development, and monitoring across the Corporation to ensure the optimal performance, development, and maintenance of system applications. **(Cherishing the County's most valued asset - its Staff)**
- Promote the many ways Wellington County is a great place to live, work, and visit, by designing quality publications, facilitating media relations, assisting with special events and community outreach, and ensuring communications are accessible. **(Making the best decisions for the betterment of the community)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
Meeting hours - all bodies supported by the County Clerk	170	169	145.5	190
Agreements/documents executed	300	283	241	250
Freedom of Information requests	30	32	14	13
Total visitors to wellington.ca	615,000	617,104	614,465	535,178
Total page views on wellington.ca	2,450,000	2,443,456	2,810,385	2,631,397
Privacy impact statements completed	16	14	13	14
User accounts to manage (reflects support load)	1,400	1,299	1,477	1,146
Helpdesk requests closed	5,700	5,500	5,945	5,463
Devices managed by IT (laptops, desktops, phones and tablets)	1,300	1,232	1,265	1,287



Performance Measures

Programme/Service: Communications Division

Department: Office of the CAO

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The Communications Division is responsible for overseeing all County of Wellington brand and style standards, media relations, graphic design, communications strategies, and public engagement.

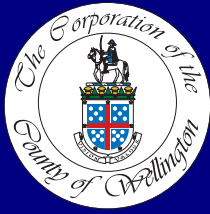
- Develop strategic and accessible marketing campaigns for all departments that educate residents and promote County programmes, services, events, and initiatives.
(Making the best decisions for the betterment of the community)
- Continuously adopt new communication methods and techniques to meet the changing demands of our residents. The COVID-19 pandemic increased the demand for virtual and online communication.
(Doing what the County does best - providing critical daily services for your residents)
- Engage with external audiences using a combination of modern and traditional communication methods to ensure information is disseminated effectively across all demographics in the County.
(Making the best decisions for the betterment of the community)
- Collaborate with community partners and local agencies to provide comprehensive and inclusive programmes and services. For example, the Communications division has worked closely with Canadian Mental Health Association of Waterloo-Wellington since 2018 to develop strategies for the annual Here4Hope campaign and “Wellness at the County” Employee Wellness Programme.
(Doing what the County does best - providing critical daily services for your residents)
- Assess and evaluate the results of County communication efforts. Provide communication metrics for all departments to assist with future decision making, grant applications, budgeting, and reporting requirements. (Making the best decisions for the betterment of the community)

Performance Measures

In order to progress toward accomplishing the County’s Strategic Action Plan and the Programme’s goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
Graphic Design Projects (County & External)*	750	680	671	678
Photo Shoots (photos, editing, etc.)	75	45	41	38
Media Releases	80	80	75	52
Radio Plays – Regular Subscription	5,800	5,438	4,194	5,438
Newspaper Ads (52 County pages & Print Ads)	250	175	258	161
Total Social Media Followers	27,355	23,150	20,892	12,933
Number of Social Media Posts *	2,310	2,713	2,523	1,147
Social Media Reach - # of users who saw content	2,770,000	1,500,000	1,965,845	1,660,397
Social Media Engagement - # of users who interacted with content	204,682	176,662	166,363	109,360

* 2023 projection was high as we anticipated an increase in posts with the addition of Instagram. Launch was delayed due to staff vacancies.



County of Wellington

2024 Operating Budget

Programme/Service: Office of the CAO and Clerk

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2022		2023			\$ Change	% Change
	2022	2022	Preliminary	2023	2024		
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
User Fees & Charges	\$364	\$600	\$921	\$600	\$600	\$ -	-
Sales Revenue	\$16,588	\$20,000	\$5,217	\$20,000	\$20,000	\$ -	-
Other Revenue	\$24,200	\$24,200	\$29,800	\$29,800	\$38,700	\$8,900	29.9%
Internal Recoveries	\$1,585,700	\$1,585,700	\$1,785,577	\$1,785,200	\$2,148,800	\$363,600	20.4%
Total Revenue	\$1,626,852	\$1,630,500	\$1,821,515	\$1,835,600	\$2,208,100	\$372,500	20.3%
Expenditure							
Salaries, Wages and Benefits	\$4,145,292	\$4,540,200	\$4,736,914	\$5,006,100	\$5,477,400	\$471,300	9.4%
Supplies, Material & Equipment	\$166,717	\$171,600	\$186,560	\$168,100	\$180,800	\$12,700	7.6%
Purchased Services	\$1,505,085	\$1,891,700	\$1,639,812	\$2,059,300	\$2,306,000	\$246,700	12.0%
Transfer Payments	\$40,000	\$70,000	\$40,000	\$70,000	\$70,000	\$ -	-
Insurance & Financial	\$170,779	\$142,000	\$195,020	\$222,100	\$233,400	\$11,300	5.1%
Internal Charges	\$824	\$2,100	\$1,611	\$2,100	\$2,100	\$ -	-
Total Expenditure	\$6,028,697	\$6,817,600	\$6,799,917	\$7,527,700	\$8,269,700	\$742,000	9.9%
Net Operating Cost / (Revenue)	\$4,401,845	\$5,187,100	\$4,978,402	\$5,692,100	\$6,061,600	\$369,500	6.5%
Debt and Transfers							
Transfer from Reserve	\$ -	(\$105,000)	\$ -	\$ -	\$ -	\$ -	-
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$799,680	\$450,000	\$900,000	\$900,000	\$1,000,000	\$100,000	11.1%
Total Debt and Transfers	\$799,680	\$345,000	\$900,000	\$900,000	\$1,000,000	\$100,000	11.1%
NET COST / (REVENUE)	\$5,201,525	\$5,532,100	\$5,878,402	\$6,592,100	\$7,061,600	\$469,500	7.1%



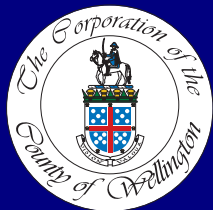
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Office of the CAO/Clerk

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
User Fees & Charges	600	600	600	600	600	600	600	600	600	600	600
Sales Revenue	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Other Revenue	29,800	38,700	39,700	40,800	42,000	43,200	44,400	45,600	46,900	48,200	49,500
Internal Recoveries	1,785,200	2,148,800	2,213,100	2,279,300	2,347,700	2,418,200	2,491,000	2,565,700	2,642,600	2,721,900	2,803,400
Total Revenue	1,835,600	2,208,100	2,273,400	2,340,700	2,410,300	2,482,000	2,556,000	2,631,900	2,710,100	2,790,700	2,873,500
EXPENDITURES											
Salaries, Wages and Benefits	5,006,100	5,477,400	5,793,200	6,055,900	6,301,000	6,521,800	6,732,100	6,948,200	7,172,000	7,402,500	7,633,700
Supplies, Material & Equipment	168,100	180,800	181,400	186,300	191,400	196,700	202,000	207,400	213,100	219,100	225,100
Purchased Services	2,068,500	2,306,000	2,313,400	2,382,700	2,453,900	2,527,000	2,602,400	2,679,900	2,760,000	2,842,400	2,927,400
Transfer Payments	140,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Insurance & Financial	222,100	233,400	249,000	265,300	281,900	299,000	326,500	344,400	365,200	394,500	418,500
Internal Charges	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Total Expenditures	7,606,900	8,269,700	8,609,100	8,962,300	9,300,300	9,616,600	9,935,100	10,252,000	10,582,400	10,930,600	11,276,800
Net Operating Cost / (Revenue)	5,771,300	6,061,600	6,335,700	6,621,600	6,890,000	7,134,600	7,379,100	7,620,100	7,872,300	8,139,900	8,403,300
yr/yr % change		5.0%	4.5%	4.5%	4.1%	3.6%	3.4%	3.3%	3.3%	3.4%	3.2%
DEBT AND TRANSFERS											
Transfer to Reserves	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Debt and Transfers	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TAX LEVY REQUIREMENT											
	6,671,300	7,061,600	7,335,700	7,621,600	7,890,000	8,134,600	8,379,100	8,620,100	8,872,300	9,139,900	9,403,300
yr/yr % change		5.9%	3.9%	3.9%	3.5%	3.1%	3.0%	2.9%	2.9%	3.0%	2.9%



County of Wellington
10 Year Capital Budget
Office of the CAO/Clerk

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Office of the CAO/Clerk											
Technical Services											
Archive Storage Replacement		50,000			55,000		60,000			60,000	225,000
Computer Hardware L/C Replace	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Datacentre Backup Improvements	65,000							70,000			135,000
Disaster Recovery A/C Replacement		95,000									95,000
Disaster Recovery UPS Replacement		60,000					70,000				130,000
IT Van Replacement		110,000							120,000		230,000
ITSM Helpdesk Replacement	65,000										65,000
JDE All Servers Upgrade	200,000										200,000
Main Core Switches							240,000	70,000	70,000		380,000
Network Equipment UPS Replacement				60,000							60,000
Network Perimeter Security		80,000		120,000	430,000		240,000	95,000		450,000	1,415,000
Network Replacement	265,000	100,000	100,000	50,000	100,000	50,000	100,000	50,000	100,000	50,000	965,000
Phone Gateway Replacement				90,000							90,000
Phone Set Replacement	70,000				250,000						320,000
Point to Point Radios Guelph				65,000					70,000		135,000
Server Replacement Data Centre							420,000				420,000
Server Replacement Disaster Recovery	400,000							420,000			820,000
Storage Replacement		250,000				270,000	270,000				790,000
UPS Data Centre 138 Wyndham St			95,000								95,000
UPS Replacements	40,000							50,000			90,000
Video Security Recorder Rplace	75,000										75,000
Wellington Place Conduit	35,000										35,000
Wifi Unit Replacement			120,000					140,000			260,000
Total Technical Services	1,415,000	945,000	515,000	585,000	1,035,000	520,000	1,600,000	1,095,000	560,000	760,000	9,030,000
Application Services											
Future Application System Enhancements		100,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,100,000
HR Information Management Syst	250,000										250,000
HRIS: Health and Safety Module		150,000									150,000
Total Application Services	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Information Management											
County Website Upgrade					100,000						100,000
Intranet Upgrade	75,000						95,000				170,000
Total Information Management	75,000				100,000		95,000				270,000
Total Office of the CAO/Clerk	1,740,000	1,195,000	765,000	835,000	1,385,000	770,000	1,945,000	1,345,000	810,000	1,010,000	11,800,000
Total	1,740,000	1,195,000	765,000	835,000	1,385,000	770,000	1,945,000	1,345,000	810,000	1,010,000	11,800,000
Sources of Financing											
Recoveries	248,000	126,000	64,000	78,000	186,000	64,000	301,000	180,000	48,000	112,000	1,407,000
Reserves	1,492,000	1,069,000	701,000	757,000	1,199,000	706,000	1,644,000	1,165,000	762,000	898,000	10,393,000
Total Financing	1,740,000	1,195,000	765,000	835,000	1,385,000	770,000	1,945,000	1,345,000	810,000	1,010,000	11,800,000



Programme Overview

Programme/Service:	Financial Services and Purchasing / Risk Management
Department:	Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Description

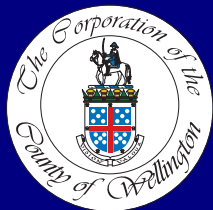
The Treasury Department is responsible for the prudent management of the financial resources of the Corporation. Our role is to:

- Provide advice and recommendations to Council on all financial matters affecting the Corporation
- Ensure the long term financial health of the Corporation
- Develop, recommend and implement corporate financial and procurement policies
- Financial Services responsibilities include: corporate budget development; financial management; accounting and reporting; development and administration of corporate financial policies; property tax policy; assessment base management; cash and investment management; performance measurement; as well as asset management and reporting.
- Purchasing and Risk Management is responsible for implementing the centralized purchasing function within the County, ensuring that County procurement is carried out in an open and accountable manner, and securing the appropriate level of insurance for County assets, employees and councillors.

2024 Budget Highlights

- The annualization of the Budget and Accounting Coordinator added in 2023
- Purchased services include annual licensing for the County's corporate financial system, external audit fees, municipal benchmarking (BMA) study and the annual credit rating review
- Funding for corporate insurance claims management, including deductibles and third party claims, offset by transfers from the Contingency and Stabilization Reserve

Staff Complement (Full time equivalents)	2023	2024
Financial Services	12.7	12.9
Asset Management	4.0	4.0
Purchasing and Risk Management	2.3	2.3
Total	19.0	19.2
Current employee count: 23		
The current employee count includes three Treasury staff members working in Social Services and Long-Term Care.		



Performance Measures

Programme/Service:	Financial Services and Purchasing / Risk Management
Department:	Treasury
Governance:	Administration, Finance and Human Resources Committee

Programme Goals and Objectives

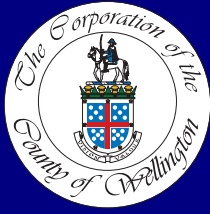
The following goals and objectives have been adapted from the Financial Principles developed for the County of Wellington Long-Term Financial Sustainability Strategy:

- Ensure the long-term financial health of the County.
(Making the best decisions for the betterment of the community)
- Provide predictable infrastructure investment to ensure there is no unplanned reduction in service levels or deterioration to infrastructure.
(Doing what the County does best - providing critical daily services for your residents)
- The ability to issue debt responsibly without impacting the County's credit rating or ability to generate required revenues. (Making the best decisions for the betterment of the community)
- Guide the strategic use of reserves and reserve funds.
(Making the best decisions for the betterment of the community)
- Achieve reasonable and responsible property tax rates to ensure that the County Council's highest priority programmes are maintained.
(Doing what the County does best - providing critical daily services for your residents)
- Deliver value for money by continuously seeking efficient and quality improvements in the way services are managed and delivered. (Making the best decisions for the betterment of the community)
- Determine appropriate funding for services. (Making the best decisions for the betterment of the community)
- Diversify the County's economy and enhance its assessment base.
(Making the best decisions for the betterment of the community)
- Protect and preserve intergenerational equity by establishing fair sharing in the distribution of resources and obligations between current and future taxpayers. (Making the best decisions for the community)

Performance Measures

To progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Estimated 2023	Actual 2022	Actual 2021
Credit rating of the County	AAA	AAA	AAA	AA+
Debt Outstanding to Reserve Ratio	27%	25%	28%	27%
Debt Outstanding as a % of Adjusted Operating Revenue*	11%	11%	14%	14%
Debt Interest as a % of Adjusted Operating Revenue*	0.40%	0.40%	0.50%	0.50%
Reserve and Reserve Funds as % of Tax Levy	83%	91%	107%	109%
# of Parking Tickets issued	3,500	3,600	3,970	3,226
# of False Alarms billed	250	250	296	272
Number of tenders completed	50	44	57	40



County Of Wellington

2024 Operating Budget

Programme/Service: Financial Services and Purchasing / Risk Management

Department: Treasury

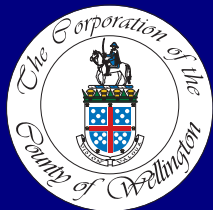
Governance: Administration, Finance and Human Resources Committee

	2022		2023			\$ Change	% Change
	2022	2022	Preliminary	2023	2024		
	Actuals	Budget	Actuals	Budget	Budget	Budget	Budget
Revenue							
Other Revenue	\$1,806	\$1,800	\$1,900	\$1,900	\$2,000	\$100	5.3%
Internal Recoveries	\$581,200	\$581,200	\$575,800	\$575,800	\$621,300	\$45,500	7.9%
Total Revenue	\$583,006	\$583,000	\$577,700	\$577,700	\$623,300	\$45,600	7.9%
Expenditure							
Salaries, Wages and Benefits	\$2,144,806	\$2,199,300	\$2,214,447	\$2,466,300	\$2,672,300	\$206,000	8.4%
Supplies, Material & Equipment	\$39,468	\$50,500	\$35,327	\$45,400	\$47,200	\$1,800	4.0%
Purchased Services	\$514,826	\$538,000	\$460,748	\$529,000	\$561,800	\$32,800	6.2%
Insurance & Financial	\$105,877	\$205,800	\$178,641	\$214,800	\$223,100	\$8,300	3.9%
Internal Charges	\$985	\$3,000	\$1,052	\$3,000	\$3,000	\$ -	-
Total Expenditure	\$2,805,962	\$2,996,600	\$2,890,215	\$3,258,500	\$3,507,400	\$248,900	7.6%
Net Operating Cost / (Revenue)	\$2,222,956	\$2,413,600	\$2,312,515	\$2,680,800	\$2,884,100	\$203,300	7.6%
Debt and Transfers							
Transfer from Reserve	(\$207,356)	(\$308,200)	\$ -	(\$180,800)	(\$184,000)	(\$3,200)	1.8%
Transfers to Reserve	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$ -	-
Total Debt and Transfers	(\$32,356)	(\$133,200)	\$175,000	(\$5,800)	(\$9,000)	(\$3,200)	55.2%
NET COST / (REVENUE)	\$2,190,600	\$2,280,400	\$2,487,515	\$2,675,000	\$2,875,100	\$200,100	7.5%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Treasury

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Other Revenue	1,900	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Internal Recoveries	575,800	621,300	640,000	659,300	679,100	699,400	720,400	742,000	764,300	787,200	810,900
Total Revenue	577,700	623,300	642,000	661,300	681,100	701,400	722,400	744,000	766,300	789,200	812,900
EXPENDITURES											
Salaries, Wages and Benefits	2,466,300	2,672,300	2,803,300	2,913,700	3,016,300	3,115,400	3,216,300	3,320,100	3,428,000	3,538,700	3,648,400
Supplies, Material & Equipment	45,400	47,200	47,700	48,700	49,700	50,700	51,800	53,000	54,200	55,500	56,800
Purchased Services	529,000	561,800	572,900	639,200	655,900	623,100	641,000	659,300	728,100	747,700	717,900
Insurance & Financial	214,800	223,100	230,200	237,300	251,700	266,900	287,400	304,600	323,400	346,800	368,600
Internal Charges	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditures	3,258,500	3,507,400	3,657,100	3,841,900	3,976,600	4,059,100	4,199,500	4,340,000	4,536,700	4,691,700	4,794,700
Net Operating Cost / (Revenue)	2,680,800	2,884,100	3,015,100	3,180,600	3,295,500	3,357,700	3,477,100	3,596,000	3,770,400	3,902,500	3,981,800
yr/yr % change		7.6%	4.5%	5.5%	3.6%	1.9%	3.6%	3.4%	4.8%	3.5%	2.0%
DEBT AND TRANSFERS											
Transfer from Reserves	(180,800)	(184,000)	(187,300)	(190,600)	(193,900)	(197,400)	(201,100)	(203,900)	(206,000)	(207,300)	(207,300)
Transfer to Reserves	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Debt and Transfers	(5,800)	(9,000)	(12,300)	(15,600)	(18,900)	(22,400)	(26,100)	(28,900)	(31,000)	(32,300)	(32,300)
TAX LEVY REQUIREMENT	2,675,000	2,875,100	3,002,800	3,165,000	3,276,600	3,335,300	3,451,000	3,567,100	3,739,400	3,870,200	3,949,500
yr/yr % change		7.5%	4.4%	5.4%	3.5%	1.8%	3.5%	3.4%	4.8%	3.5%	2.0%



Programme Overview

Programme/Service:	Human Resources
Department:	Human Resources
Governance:	Administration, Finance and Human Resources Committee

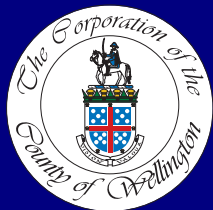
Programme Description

- Coordinate the recruitment and selection of all County employees
- Lead corporate learning and development initiatives
- Develop and administer human resources policies and procedures
- Implement and maintain the Human Resources Information System (HRIS)
- Administer payroll, benefits, and pension plan, conduct compensation reviews and job evaluation
- Manage Occupational Health and Safety programme
- Lead the County's Wellness Strategy – Diversity and Inclusion, Staff Recognition, Health Promotion
- Manage labour relations, including collective agreement negotiations
- Provide support in performance management, employee relations, discipline and terminations
- Develop strategic HR management initiatives (policy development and workforce planning)

2024 Budget Highlights

- Addition of a new HR Recruitment Specialist to increase participation in the community and allow the HR Generalists to put more focus towards policy research and development, investigations support, labour relations issues and the development and delivery of training initiatives.
- Maintenance and support for the new HRIS system in the amount of \$79,000. This is for professional support services for the recruitment, onboarding, learning management, and employee self-serve modules in the new system.
- Occupational accident and excess indemnity premiums are included in the health and safety budget, and are funded from the WSIB reserve (as are other health and safety costs).

Staff Complement (Full time equivalents)	2023	2024
Human Resources	11.3	13.1
Health and Safety	2.0	2.0
HR/CMHAWW Partnership	0.8	1.0
Total	14.1	16.1
Current employee count: 17		
The Current employee count includes three HR staff members working at Wellington Terrace and partially budgeted in HR		



Performance Measures

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The Human Resource Department strives to protect the County from employment liability and litigation, works to enable growth through employee management including recruitment, retention of top talent, professional development, work-life balance and wellness, delivery of employee-valued HR programmes and services and development of an inclusive and positive work environment.

The payroll division within Human Resources strives to provide processes and a framework for paying employees fairly, accurately and on time.

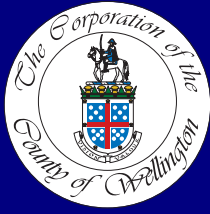
- Optimize recruitment efforts and continue to be an Employer of Choice.
(Doing what the County does best – providing critical daily services for your residents)
- Creating opportunities to build openness, inclusion and enhance the understanding of diversity and cultural competency into the County's corporate culture.
(Cherishing the County's most values asset – its staff)
- Focus on growth and development of County employees and the engagement of young professionals.
(Cherishing the County's most values asset – its staff)
- Ensure a safe workplace environment and reduce workplace injuries.
(Cherishing the County's most values asset – its staff)
- Improved accuracy in payroll through well-written payroll documentation and multiple verification steps. (Making the best decisions for the betterment of the community)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Number of Workplace Safety and Insurance Board (WSIB) approved claims.	49	46	31	21
Number of staff that participated in training sessions offered through Be Well initiative and Canadian Mental Health Association (CMHA).	350	118	109*	95*
Number of interim off-cycle payrolls completed in a year – indicator of possible coding errors.	4	3	5	4
Number of students hired (Co-op, Terrace Nursing Students and Summer Students).	65	65	52	70

* Affected by COVID-19 Pandemic



County Of Wellington

2024 Operating Budget

Programme/Service: Human Resources

Department: Human Resources

Governance: Administration, Finance and Human Resources Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$63,955	\$65,000	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	\$25,200	\$25,200	\$52,344	\$57,100	\$69,600	\$12,500	21.9%
Internal Recoveries	\$996,200	\$996,200	\$1,126,200	\$1,126,200	\$1,246,100	\$119,900	10.6%
Total Revenue	\$1,085,355	\$1,086,400	\$1,178,544	\$1,183,300	\$1,315,700	\$132,400	11.2%
Expenditure							
Salaries, Wages and Benefits	\$1,717,002	\$1,618,700	\$1,922,114	\$1,879,500	\$2,292,300	\$412,800	22.0%
Supplies, Material & Equipment	\$129,996	\$145,200	\$145,729	\$155,900	\$184,100	\$28,200	18.1%
Purchased Services	\$714,852	\$739,800	\$778,865	\$792,900	\$996,800	\$203,900	25.7%
Transfer Payments	\$20,451	\$25,000	\$7,851	\$25,000	\$25,000	\$ -	-
Insurance & Financial	\$308,421	\$308,400	\$347,949	\$328,800	\$400,300	\$71,500	21.7%
Internal Charges	\$1,964	\$1,500	\$3,264	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$2,892,686	\$2,838,600	\$3,205,772	\$3,183,600	\$3,900,000	\$716,400	22.5%
Net Operating Cost / (Revenue)	\$1,807,331	\$1,752,200	\$2,027,228	\$2,000,300	\$2,584,300	\$584,000	29.2%
Debt and Transfers							
Transfer from Reserve	(\$599,429)	(\$582,000)	(\$513,344)	(\$574,100)	(\$747,900)	(\$173,800)	30.3%
Total Debt and Transfers	(\$599,429)	(\$582,000)	(\$513,344)	(\$574,100)	(\$747,900)	(\$173,800)	30.3%
NET COST / (REVENUE)	\$1,207,902	\$1,170,200	\$1,513,884	\$1,426,200	\$1,836,400	\$410,200	28.8%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Human Resources

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Other Revenue	57,100	69,600	72,600	75,600	78,700	81,800	84,900	88,100	91,300	94,500	97,800
Internal Recoveries	1,126,200	1,246,100	1,283,100	1,321,200	1,360,400	1,400,800	1,442,400	1,485,200	1,529,300	1,589,700	1,636,500
Total Revenue	1,183,300	1,315,700	1,355,700	1,396,800	1,439,100	1,482,600	1,527,300	1,573,300	1,620,600	1,684,200	1,734,300
EXPENDITURES											
Salaries, Wages and Benefits	1,879,500	2,292,300	2,530,400	2,675,800	2,794,500	2,907,800	3,008,700	3,107,000	3,207,700	3,311,500	3,416,800
Supplies, Material & Equipment	155,900	184,100	192,400	166,000	169,600	173,300	177,100	181,000	184,900	188,900	193,000
Purchased Services	792,900	996,800	1,056,400	1,090,900	1,125,600	1,161,000	1,197,000	1,233,400	1,270,500	1,308,200	1,346,600
Transfer Payments	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Insurance & Financial	328,800	400,300	436,300	471,100	503,000	537,200	577,400	616,400	659,000	707,900	757,100
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	3,183,600	3,900,000	4,242,000	4,430,300	4,619,200	4,805,800	4,986,700	5,164,300	5,348,600	5,543,000	5,740,000
Net Operating Cost / (Revenue)	2,000,300	2,584,300	2,886,300	3,033,500	3,180,100	3,323,200	3,459,400	3,591,000	3,728,000	3,858,800	4,005,700
yr/yr % change		29.2%	11.7%	5.1%	4.8%	4.5%	4.1%	3.8%	3.8%	3.5%	3.8%
DEBT AND TRANSFERS											
Transfer from Reserves	(574,100)	(747,900)	(928,200)	(1,016,700)	(1,076,900)	(1,139,800)	(1,201,500)	(1,262,000)	(1,324,500)	(1,391,500)	(1,461,000)
Total Debt and Transfers	(574,100)	(747,900)	(928,200)	(1,016,700)	(1,076,900)	(1,139,800)	(1,201,500)	(1,262,000)	(1,324,500)	(1,391,500)	(1,461,000)
TAX LEVY REQUIREMENT											
	1,426,200	1,836,400	1,958,100	2,016,800	2,103,200	2,183,400	2,257,900	2,329,000	2,403,500	2,467,300	2,544,700
yr/yr % change		28.8%	6.6%	3.0%	4.3%	3.8%	3.4%	3.1%	3.2%	2.7%	3.1%



Programme Overview

Programme/Service:	Property Services
Department:	Office of the CAO and Clerk
Governance:	Administration, Finance and Human Resources Committee

Programme Description

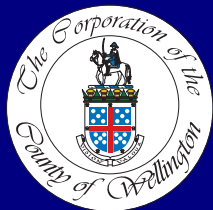
Maintenance, improvements and operations of County owned facilities including:

- Administration Centre, Courthouse, Gaol, Governor's Residence, 15, 21 and 25-27 Douglas Street
- Dominion Public Building (Social Housing and Employment Services)
- 129 and 133 Wyndham Street, Guelph (Ontario Works, Emergency Operations Centre, Children's Early Years, 12 apartments)
- 59, 69, and 75 Woolwich Street (former Wellington Catholic District School Board buildings)
- Clifford and Arthur Medical Centres
- Badenoch and Mount Forest Community Services Centres
- Health Unit offices at Wellington Terrace
- Douglas Street Parking Lot, 401 Gateway Signs, Solar Panels and Electric Car Charging stations at various County locations

2024 Budget Highlights

- Staffing changes include:
 - New maintenance worker to address increased workload for the division. Property services has taken over responsibility for additional facilities including the Roads garages as well as the recently acquired buildings at 59, 69 and 75 Woolwich. The positions will allow the maintenance team to dedicate more time on preventive measures at County locations and reduce future repair needs.
 - New admin assistant to assist with vendor payments, scheduling, and inventory management
- Capital projects relate to major repairs or renovations to County-owned facilities. Projects total \$6.1 million and are funded from the Property Reserve
- Vehicle lifecycle replacements are included in the capital budget, with electric vehicles planned for future years

Staff Complement (Full time equivalents)		
Property Maintenance	6.6	8.6
Office Cleaning	6.5	6.5
Construction and Property Manager	1.0	1.0
Total	14.1	16.1
Current employee count: 21		



Performance Measures

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

Programme Goals and Objectives

The property maintenance area strives to minimize costs while simultaneously supporting an effective corporate maintenance system that meets compliance and safety standards, improves facility performance, lowers maintenance costs and expands the lifespan of facilities and equipment. The construction management area strives to successfully plan, coordinate, and supervise County construction projects from early development to completion; safely, on schedule and within budget.

- Building condition assessments (BCA's) are conducted regularly along with monthly inspections which are referenced to ensure all County facilities are maintained in excellent condition for the health and safety of our residents and that they are physically and functionally sound.
(Doing what the County does best—providing critical daily services for your residents)
- All new County construction projects utilize both the Green Legacy Building Standards (GLBS) as well as the Facility Accessibility Design Manual (FADM). The GLBS meets the Emerald Level of Certification which is the County's highest building standard. The FADM currently provides a higher level of accessibility than current code requirements. These manuals will continue to be updated as required to coincide with any Ontario Building Code (O.B.C.) updates. (Making the best decisions for the betterment of the community)
- Monthly Health and Safety inspections are conducted and all findings are prioritized and addressed accordingly. Regular compliance inspections and testing are conducted on systems (including but not limited to) HVAC systems and filters, fire extinguishers, sprinkler systems, and fire alarm panels.
(Making the best decisions for the betterment of the community)
- Vendor performance reviews and quality assurance inspections are conducted to ensure best in service vendors are utilized and any necessary repairs identified are completed.
(Doing what the County does best - providing critical daily services for your residents)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the programme's goals and objectives, the following performance measures are considered:

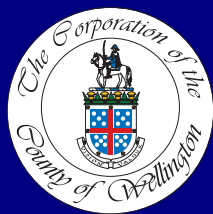
	Projected 2024	Projected 2023	Actuals 2022	Actuals 2021
Number of Customer request forms handled	N/A	N/A	1,100	835
Average condition of County facilities per BCA's*	Good	Good	Good	Good
% New construction projects managed by Property Services completed on or under budget	100%	100%	100%	100%

*Ratings (per Stonewell Group BCA's)

Good - reasonable condition, not expected to require capital expenditures in the new future

Fair - deteriorating conditions, likely to become "poor" within a few years if not addressed

Poor - observable deterioration requiring immediate capital care



County Of Wellington

2024 Operating Budget

Programme/Service: Property Services

Department: Office of the CAO and Clerk

Governance: Administration, Finance and Human Resources Committee

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Revenue							
Licenses, Permits and Rents	\$1,338,725	\$1,245,800	\$1,325,657	\$1,317,000	\$1,317,800	\$800	0.1%
User Fees & Charges	\$152,508	\$158,000	\$150,917	\$158,000	\$158,000	\$ -	-
Other Revenue	\$37,291	\$34,100	\$50,573	\$37,100	\$39,000	\$1,900	5.1%
Internal Recoveries	\$855,500	\$855,500	\$835,300	\$835,300	\$963,200	\$127,900	15.3%
Total Revenue	\$2,384,024	\$2,293,400	\$2,362,447	\$2,347,400	\$2,478,000	\$130,600	5.6%
Expenditure							
Salaries, Wages and Benefits	\$1,207,385	\$1,212,400	\$1,297,119	\$1,315,100	\$1,568,800	\$253,700	19.3%
Supplies, Material & Equipment	\$264,881	\$223,800	\$262,396	\$237,600	\$266,600	\$29,000	12.2%
Purchased Services	\$1,009,056	\$965,400	\$1,138,186	\$1,038,900	\$1,222,400	\$183,500	17.7%
Insurance & Financial	\$71,443	\$71,300	\$85,518	\$79,500	\$97,300	\$17,800	22.4%
Minor Capital Expenses	\$11,964	\$54,500	\$63,192	\$125,500	\$7,000	(\$118,500)	(94.4%)
Internal Charges	\$3,919	\$2,600	\$13,529	\$8,700	\$10,700	\$2,000	23.0%
Total Expenditure	\$2,568,648	\$2,530,000	\$2,859,940	\$2,805,300	\$3,172,800	\$367,500	13.1%
Net Operating Cost / (Revenue)	\$184,624	\$236,600	\$497,493	\$457,900	\$694,800	\$236,900	51.7%
Debt and Transfers							
Debt Charges	\$289,056	\$291,300	\$280,329	\$291,200	\$291,900	\$700	0.2%
Transfer from Reserve	(\$22,000)	(\$22,000)	\$ -	(\$102,500)	\$ -	\$102,500	(100.0%)
Transfers to Reserve	\$746,961	\$748,200	\$750,000	\$847,400	\$917,000	\$69,600	8.2%
Total Debt and Transfers	\$1,014,017	\$1,017,500	\$1,030,329	\$1,036,100	\$1,208,900	\$172,800	16.7%
NET COST / (REVENUE)	\$1,198,641	\$1,254,100	\$1,527,822	\$1,494,000	\$1,903,700	\$409,700	27.4%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Property Services

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Licenses, Permits and Rents	1,317,000	1,317,800	1,322,100	1,320,100	1,321,900	1,322,400	1,323,500	1,327,600	1,325,700	1,326,800	1,328,000
User Fees & Charges	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000
Other Revenue	37,100	39,000	39,900	40,900	41,900	42,900	43,900	45,000	46,100	47,200	48,400
Internal Recoveries	835,300	963,200	1,027,500	1,031,300	1,092,200	1,086,500	1,122,400	1,279,300	1,232,200	1,246,200	1,272,400
Total Revenue	2,347,400	2,478,000	2,547,500	2,550,300	2,614,000	2,609,800	2,647,800	2,809,900	2,762,000	2,778,200	2,806,800
EXPENDITURES											
Salaries, Wages and Benefits	1,315,100	1,568,800	1,640,000	1,701,000	1,763,100	1,828,100	1,886,500	1,947,200	2,009,500	2,074,200	2,140,900
Supplies, Material & Equipment	237,600	266,600	270,900	277,200	283,600	290,000	296,500	303,200	310,200	317,300	324,700
Purchased Services	1,038,900	1,222,400	1,246,700	1,293,600	1,339,900	1,383,000	1,429,600	1,472,900	1,516,900	1,561,300	1,606,000
Insurance & Financial	79,500	97,300	104,100	111,600	119,000	126,700	139,100	146,300	155,700	167,900	178,700
Minor Capital Expenses	125,500	7,000	44,000	12,000	56,000	52,000		129,500	36,000	12,000	
Internal Charges	8,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700	10,700
Total Expenditures	2,805,300	3,172,800	3,316,400	3,406,100	3,572,300	3,690,500	3,762,400	4,009,800	4,039,000	4,143,400	4,261,000
Net Operating Cost / (Revenue)	457,900	694,800	768,900	855,800	958,300	1,080,700	1,114,600	1,199,900	1,277,000	1,365,200	1,454,200
yr/yr % change		51.7%	10.7%	11.3%	12.0%	12.8%	3.1%	7.7%	6.4%	6.9%	6.5%
DEBT AND TRANSFERS											
Debt Charges	291,200	291,900	188,900	188,200	188,300	188,200	193,800	194,100	194,200	194,100	193,800
Transfer from Reserves	(102,500)										
Transfer to Reserves	847,400	917,000	916,700	916,000	915,300	914,600	1,113,800	1,112,900	1,112,000	1,111,000	1,110,000
Total Debt and Transfers	1,036,100	1,208,900	1,105,600	1,104,200	1,103,600	1,102,800	1,307,600	1,307,000	1,306,200	1,305,100	1,303,800
TAX LEVY REQUIREMENT	1,494,000	1,903,700	1,874,500	1,960,000	2,061,900	2,183,500	2,422,200	2,506,900	2,583,200	2,670,300	2,758,000
yr/yr % change		27.4%	(1.5%)	4.6%	5.2%	5.9%	10.9%	3.5%	3.0%	3.4%	3.3%



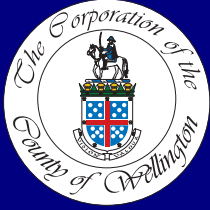
County of Wellington
10 Year Capital Budget
Property Services

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Property Services											
Facility Improvements											
133 Wyndham: Staircase/Parapet sealing	55,000										55,000
21 Douglas: Furnace rehabilitation						25,000					25,000
21 Douglas: HVAC Humidifiers	35,000										35,000
21 Douglas: HVAC Pump Replacement		30,000									30,000
21 Douglas: Roofing	75,000							70,000			145,000
25-27 Douglas: Furnace Rehabilitation						30,000					30,000
25-27 Douglas: HVAC-furnaces/condensing						40,000					40,000
Admin Centre: Air Conditioners						50,000					50,000
Admin Centre: Building Retrofits									310,000		310,000
Admin Centre: Common Area Flooring			45,000								45,000
Admin Centre: Elevators								15,000			15,000
Admin Centre: Exterior Rehab								70,000			70,000
Admin Centre: Furniture Upgrade			30,000								30,000
Admin Centre: HR Office Renovation	125,000										125,000
Admin Centre: Lighting Upgrade		50,000					55,000				105,000
Admin Centre: Pedestrian Paving	25,000										25,000
Admin Centre: Roofing			300,000								300,000
Admin Centre: Wall Painting		80,000									80,000
Admin Centre; Security Systems				40,000							40,000
Building Condition Audits			100,000								100,000
Courthouse: Basement bathroom/Kitchen re			75,000								75,000
Courthouse: Building Retrofits									470,000		470,000
Courthouse: Common Space Wall Finishes	85,000										85,000
Courthouse: Cooling Generating Systems										360,000	360,000
Courthouse: Flooring			40,000					60,000			100,000
Courthouse: HVAC Equipment					60,000						60,000
Courthouse: Interior Upgrade			95,000								95,000
Courthouse: Lighting Upgrade		45,000					50,000				95,000
Courthouse: Roofing			300,000								300,000
Gaol: Building Retrofits									450,000		450,000
Gaol: Common Area Wall Finishes	40,000										40,000
Gaol: HVAC Equipment Replacements					325,000						325,000
Gaol: Lighting Upgrade							70,000				70,000
Gaol: Roofing			130,000								130,000



County of Wellington
10 Year Capital Budget
Property Services

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Gaol: Security Replacement				45,000							45,000
Governor's Residence: Elevators								50,000			50,000
Governor's Residence: Exterior Doors								45,000			45,000
Property Building Retrofits	250,000	180,000	225,000	245,000	135,000	140,000	110,000	180,000	100,000	100,000	1,665,000
Total Facility Improvements	690,000	385,000	1,340,000	330,000	520,000	285,000	285,000	490,000	1,330,000	460,000	6,115,000
Vehicles and Equipment											
Property Services Pickup (new)	110,000										110,000
Replace 1/2 Tonne Van								145,000			145,000
Replace Maintenance Pickup EV		110,000							160,000		270,000
Replace Maintenance Van EV		110,000							160,000		270,000
Total Vehicles and Equipment	110,000	220,000						145,000	320,000		795,000
Total Property Services	800,000	605,000	1,340,000	330,000	520,000	285,000	285,000	635,000	1,650,000	460,000	6,910,000
Total	800,000	605,000	1,340,000	330,000	520,000	285,000	285,000	635,000	1,650,000	460,000	6,910,000
Sources of Financing											
Reserves	800,000	605,000	1,340,000	330,000	520,000	285,000	285,000	635,000	1,650,000	460,000	6,910,000
Total Financing	800,000	605,000	1,340,000	330,000	520,000	285,000	285,000	635,000	1,650,000	460,000	6,910,000



Programme Overview

Programme/Service:

Grants and Contributions

Department:

Administered by Treasury

Governance:

Administration, Finance and Human Resources Committee

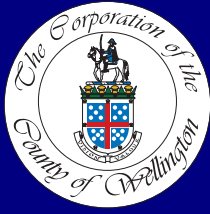
Programme Description

This budget contains the estimates for:

- Grants to community organizations in accordance with the grants policy adopted by County Council
- Scholarships
- Luella "Lou" Logan Annual Scholarship Award and the Lou Logan Annual Award for Outstanding Service by a Woman in Politics
- Debt charges for capital grants given to the three hospitals in Wellington County: Groves Memorial Hospital; Louise Marshall Hospital; and Palmerston and District Hospital

2024 Budget Highlights

- The 2024 Community Grants budget is set at \$82,800, with an additional \$14,000 available for scholarships
- Debt charges of \$375,600 relate to the community hospital grants (of \$5.9 million) issued in 2019



County Of Wellington

2024 Operating Budget

Programme/Service: Grants and Contributions

Department: Administered by Treasury

Governance: Administration, Finance and Human Resources Committee

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Expenditure							
Transfer Payments							
70124 Scholarships	\$8,500	\$8,500	\$14,000	\$8,500	\$14,000	\$5,500	64.7%
70125 Grants	\$77,000	\$77,900	\$74,579	\$80,300	\$82,800	\$2,500	3.1%
Total Transfer Payments	\$85,500	\$86,400	\$88,579	\$88,800	\$96,800	\$8,000	9.0%
Total Expenditure	\$85,500	\$86,400	\$88,579	\$88,800	\$96,800	\$8,000	9.0%
Net Operating Cost / (Revenue)	\$85,500	\$86,400	\$88,579	\$88,800	\$96,800	\$8,000	9.0%
Debt and Transfers							
Debt Charges	\$375,744	\$376,300	\$356,567	\$375,500	\$375,600	\$100	0.0%
Transfer from Reserve	(\$3,000)	(\$3,000)	\$ -	(\$3,000)	(\$3,000)	\$ -	-
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$372,744	\$373,300	\$356,567	\$372,500	\$372,600	\$100	0.0%
NET COST / (REVENUE)	\$458,244	\$459,700	\$445,146	\$461,300	\$469,400	\$8,100	1.8%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Grants & Contributions

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	88,800	96,800	99,300	102,200	105,200	108,300	111,600	115,000	118,500	122,000	125,500
Total Expenditures	88,800	96,800	99,300	102,200	105,200	108,300	111,600	115,000	118,500	122,000	125,500
Net Operating Cost / (Revenue)	88,800	96,800	99,300	102,200	105,200	108,300	111,600	115,000	118,500	122,000	125,500
yr/yr % change		9.0%	2.6%	2.9%	2.9%	2.9%	3.0%	3.0%	3.0%	3.0%	2.9%
DEBT AND TRANSFERS											
Debt Charges	375,500	375,600	376,600	376,400	376,800	376,000	376,900	377,500	376,800	376,900	376,500
Transfer from Reserves	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total Debt and Transfers	372,500	372,600	373,600	373,400	373,800	373,000	373,900	374,500	373,800	373,900	373,500
TAX LEVY REQUIREMENT	461,300	469,400	472,900	475,600	479,000	481,300	485,500	489,500	492,300	495,900	499,000
yr/yr % change		1.8%	0.7%	0.6%	0.7%	0.5%	0.9%	0.8%	0.6%	0.7%	0.6%



Programme Overview

Programme/Service:	Economic Development
Department:	Wellington County Museum and Archives
Governance:	Economic Development Committee

Programme Description

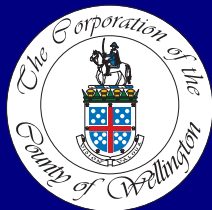
The Economic Development Division continues to work in collaboration with the local municipalities and strategic investments are guided by the Economic Development Three-Year Plan. Market Intelligence and the status of existing business continues to be a focus, while business support, attainable housing, investment attraction and enticing talent to move to Wellington County are areas of commitment going forward. We provide:

- Up-to-date information on the local economy, trends, opportunities and the annual credit rating review
- Workforce development and talent attraction through facilitation between private industry, support organizations, education and training
- Investment attraction and promotion of Wellington County through Experience Wellington, Taste Real Local Food Programme and Ontario Food Cluster participation
- Support of the County broadband roll-out, including the speed test campaign, digital equity coalition and enquiries.
- Funding for a County-wide Business Retention and Expansion programme, the Invest Well Community Improvement Programme (CIP) and contributions to local business support organizations
- Solutions to encourage attainable housing stock development in Wellington County
- Smart Cities: coordinating 10 County Experimental Acres host sites, hosting a Women in Agriculture event, coordinating two industry workshops, supporting food security activities, designing a WCMA soil exhibit and hosting the Guelph-Wellington Circular Hotspot Conference.
- The Ride Well Transportation Pilot which provides an on-demand rural transportation option from October 2019—March 2025

2024 Budget Highlights

- County-wide Business Retention and Expansion (\$175,000) and Community Improvement Plan Implementation Funds (\$160,000) are available annually throughout the forecast.
- Smart Cities initiative “Our Food Future” - Economic Development’s three-year plan proposes to continue elements of the Smart Cities Office including making two staff positions permanent full-time positions
- Ride Well Community Transportation initiative has been adjusted to provide additional service availability and incorporate an increase to the hourly rate for drivers
- The 2024 budget includes a \$50,000 contribution towards the Ontario Health Team (of Wellington and Guelph) for doctor recruitment
- The Rural Broadband Capital Project (\$1.6 million) has been closed and an allocation of \$600,000 has been made to reduce the tax levy in 2024 and the remaining \$1 million has been transferred to the Contingency and Stabilization Reserve to be used to offset future Ride Well budgetary impacts

Staff Complement (Full time equivalents)		
	2023	2024
Economic Development	8.7	9.2
Total	8.7	9.2
Current employee count: 9		



Performance Measures

Programme/Service:	Economic Development Division
Department:	Wellington County Museum and Archives
Governance:	Economic Development Committee

Programme Goals and Objectives

The Economic Development Division leads and participates in activities that grow, develop, and promote Wellington County as an exceptional place to live, work and invest. Staff provide business support services, oversee county-wide programmes, engage in economic planning, and organize events to further these objectives.

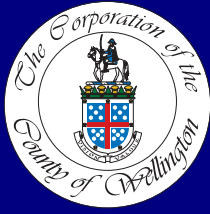
In alignment with the Corporate Strategic plan and the Economic Development Action plan, staff will focus on the following goals and objectives:

- Develop and execute programmes to increase the success, competitiveness, and sustainability of Wellington County businesses. **(Making the best decisions for the betterment of the community)**
- Create a more welcoming community for newcomers, provide opportunities for cultural exchange and education, and support initiatives for workforce attraction and retention.
(Doing what the County does best - providing critical daily services for your residents)
- Facilitate conversations, raise awareness, and map out roles for different stakeholders in addressing the shortage of attainable housing in the community.
(Making the best decisions for the betterment of the community)
- Cultivate partnerships and encourage collaborations that advance the development of a desirable community to live, work, play, and invest in.
(Doing what the County does best - providing critical daily services for your residents)

Performance Measures

In order to progress towards accomplishing the County's Strategic Action Plan and the Economic Development Action Plan the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Strategic Partner Discussions	150	149	n/a	n/a
Economic Development division enquiries from the public	600	630	600	600
Rides provided through Ride Well Rural Transportation Pilot	10,000	9,000	5,776	4,572
Website Business Directory views	38,000	36,415	20,859	31,629
Economic Development Division website page views	200,000	193,767	183,285	188,057
Economic Development E-newsletter subscribers	5,100	4,917	4,632	4,064



County Of Wellington

2024 Operating Budget

Programme/Service: Economic Development

Department: Wellington County Museum and Archives

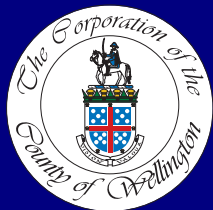
Governance: Administration, Finance and Human Resources Committee

			2023			\$ Change	% Change
	2022	2022	Preliminary	2023	2024	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants & Subsidies	\$475,977	\$528,000	\$480,769	\$383,000	\$150,400	(\$232,600)	(60.7%)
User Fees & Charges	\$65,310	\$104,200	\$92,073	\$86,000	\$112,000	\$26,000	30.2%
Other Revenue	\$16,681	\$ -	\$6,695	\$ -	\$ -	\$ -	-
Internal Recoveries	\$ -	\$ -	\$2,000	\$ -	\$ -	\$ -	-
Total Revenue	\$557,968	\$632,200	\$581,537	\$469,000	\$262,400	(\$206,600)	(44.1%)
Expenditure							
Salaries, Wages and Benefits	\$825,682	\$840,500	\$794,798	\$954,500	\$1,074,500	\$120,000	12.6%
Supplies, Material & Equipment	\$153,362	\$143,300	\$54,872	\$39,700	\$32,300	(\$7,400)	(18.6%)
Purchased Services	\$687,212	\$797,200	\$983,094	\$673,600	\$804,100	\$130,500	19.4%
Transfer Payments	\$323,738	\$462,500	\$269,205	\$447,500	\$485,500	\$38,000	8.5%
Insurance & Financial	\$15,592	\$15,200	\$16,775	\$17,500	\$20,500	\$3,000	17.1%
Internal Charges	\$3,280	\$8,000	\$941	\$8,000	\$8,000	\$ -	-
Total Expenditure	\$2,008,866	\$2,266,700	\$2,119,685	\$2,140,800	\$2,424,900	\$284,100	13.3%
Net Operating Cost / (Revenue)	\$1,450,898	\$1,634,500	\$1,538,148	\$1,671,800	\$2,162,500	\$490,700	29.4%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$80,000)	(\$680,000)	(\$600,000)	750.0%
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$416,681	\$400,000	\$6,695	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$416,681	\$400,000	\$6,695	(\$80,000)	(\$680,000)	(\$600,000)	750.0%
NET COST / (REVENUE)	\$1,867,579	\$2,034,500	\$1,544,843	\$1,591,800	\$1,482,500	(\$109,300)	(6.9%)



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Economic Development

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	383,000	150,400	29,600								
User Fees & Charges	86,000	112,000	46,000	24,100	24,200	24,300	24,400	24,500	24,600	24,700	24,800
Total Revenue	469,000	262,400	75,600	24,100	24,200	24,300	24,400	24,500	24,600	24,700	24,800
EXPENDITURES											
Salaries, Wages and Benefits	954,500	1,074,500	1,138,200	1,192,000	1,246,400	1,293,100	1,334,800	1,377,800	1,422,300	1,468,400	1,516,000
Supplies, Material & Equipment	39,700	32,300	32,800	33,600	34,400	35,200	36,000	36,800	37,600	38,400	39,200
Purchased Services	673,600	804,100	456,500	341,800	351,700	361,800	372,400	383,200	394,200	405,300	416,800
Transfer Payments	447,500	485,500	485,500	499,500	496,700	493,900	660,400	623,800	587,100	616,200	569,800
Insurance & Financial	17,500	20,500	22,400	24,300	25,500	26,300	29,000	29,800	30,800	33,200	34,300
Internal Charges	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Total Expenditures	2,140,800	2,424,900	2,143,400	2,099,200	2,162,700	2,218,300	2,440,600	2,459,400	2,480,000	2,569,500	2,584,100
Net Operating Cost / (Revenue)	1,671,800	2,162,500	2,067,800	2,075,100	2,138,500	2,194,000	2,416,200	2,434,900	2,455,400	2,544,800	2,559,300
yr/yr % change		29.4%	(4.4%)	0.4%	3.1%	2.6%	10.1%	0.8%	0.8%	3.6%	0.6%
DEBT AND TRANSFERS											
Transfer from Reserves	(80,000)	(680,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Total Debt and Transfers	(80,000)	(680,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
TAX LEVY REQUIREMENT											
yr/yr % change		(6.9%)	34.1%	0.4%	3.2%	2.7%	10.5%	0.8%	0.9%	3.8%	0.6%



Programme Overview

Programme/Service:	Roads and Bridges
Department:	Engineering Services
Governance:	Roads Committee

Programme Description

Safety, asset preservation, and the provision of an efficient transportation network for the movement of people and products, drive most of the activities associated with the Roads Division. Engineering Services is financially responsible for 1,434 lane km of roadways, 101 bridges, 97 culverts, and operates 44 sets of traffic signals (at intersections and pedestrian crossings), 10 roundabouts, and approximately 19,000 linear metres of guide rails. Operations are run out of 8 garage facilities, which include 8 storage structures, and 10 sand and salt domes. Roads fleet is made up of 76 licensed vehicles and 55 unlicensed vehicles and equipment.

2024 Budget Highlights

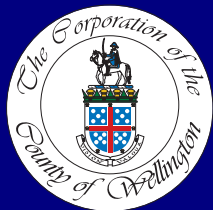
Capital works of \$37.3 million planned for 2024 include:

- \$12.8 million for road reconstruction; \$6.9 million for bridge and culvert replacement and rehabilitation work; \$3.1 million for asphalt resurfacing; \$2.4 million for asset management and engineering activities; \$8.1 million in facilities and \$4.1 million for equipment replacement.
- The roads ten-year capital forecast includes the issuance of \$58.5 million in debt. Growth-related debt of \$47.5 million for four garages and roads projects. The tax-supported debt issue of \$11.0 million is to support the construction of the Erin and Brucedale Garages.

Operating impacts in 2024:

- Conversion of 10 current seasonal snowplow driver positions to full-time Equipment Operator positions in order to address ongoing difficulty in hiring for the seasonal positions as well as provide improved quality of service and reduce risk.
- A new Engineering Technologist to address ongoing road safety, speeding and public enquiries.
- Inflationary impacts of:
 - \$100,000 for increased costs for parts and equipment
 - \$97,000 for increased insurance costs for the County fleet and garages
 - \$80,000 to the line painting contract, bringing the overall amount to \$900,000
- Winter Control budget of \$6.8 million
- Reserve funding increases of \$450,000 in Roads Equipment and \$1.25 million in Roads Capital to account for capital cost increases and loss in Ontario Community Infrastructure Funding

Staff Complement (Full time equivalents)		
	2023	2024
Hourly (field) staff	55.4	61.3
Salaried staff	15.0	15.8
Total	70.4	77.1
Current employee count: 90		



Performance Measures

Programme/Service:	Roads and Bridges
Department:	Engineering Services
Governance:	Roads Committee

Programme Goals and Objectives

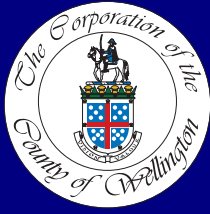
The County of Wellington completed a Road Master Action Plan (RMAP). This Plan helps the County map out improvements to the County's transportation network, and helps guide the Roads and Bridges Programme towards a set of goals and objectives. The RMAP reviewed current and future transportation network requirements to accommodate future population and employment growth projected in the County to 2041.

- Identified improvements required to the County road network to accommodate future population and employment growth. **(Making the best decisions for the betterment of the community)**
- Examined traffic, safety, and speed management issues on the County road network and prioritize a list of improvements. **(Making the best decisions for the betterment of the community)**
- Identified how County road improvements are funded through development and the existing tax base. **(Making the best decisions for the betterment of the community)**
- Provided guidance on the role of County roads through urban downtown areas, and help us create friendly and, livable communities. **(Making the best decisions for the betterment of the community)**
- An effective County road network provides economic and social benefits, and it helps communities thrive. **(Making the best decisions for the betterment of the community)**
- Having a good plan in place for transportation means safer travel for all residents. **(Doing what the County does best—providing critical daily services for your residents)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actuals 2022	Actual 2021
Average condition of the County road network (PCI)	68	69	70	71
Average condition of County bridges (BCI)	71	72	73	75
Average condition of County culverts (BCI)	71	72	73	74
Number of controlled intersections (roundabout or traffic signal)	52	49	49	48
Number of road maintenance service requests	315	283	330	NA



County Of Wellington

2024 Operating Budget

Programme/Service: Roads and Bridges
 Department: Engineering Services
 Governance: Roads Committee

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Revenue							
Municipal Recoveries	\$1,338,628	\$1,142,900	\$1,163,946	\$1,142,900	\$1,335,900	\$193,000	16.9%
User Fees & Charges	\$422,667	\$358,000	\$386,665	\$378,000	\$488,000	\$110,000	29.1%
Sales Revenue	\$769,784	\$420,000	\$242,027	\$670,000	\$720,000	\$50,000	7.5%
Other Revenue	\$140	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$1,910,269	\$1,974,400	\$1,734,250	\$2,081,800	\$2,241,800	\$160,000	7.7%
Total Revenue	\$4,441,488	\$3,895,300	\$3,526,888	\$4,272,700	\$4,785,700	\$513,000	12.0%
Expenditure							
Salaries, Wages and Benefits	\$6,700,971	\$6,666,500	\$7,007,965	\$7,164,800	\$8,187,200	\$1,022,400	14.3%
Supplies, Material & Equipment	\$7,091,835	\$6,061,800	\$5,695,237	\$6,707,400	\$7,151,400	\$444,000	6.6%
Purchased Services	\$2,843,124	\$2,957,600	\$3,027,500	\$3,224,800	\$2,979,200	(\$245,600)	(7.6%)
Insurance & Financial	\$684,285	\$674,800	\$955,385	\$764,700	\$938,000	\$173,300	22.7%
Minor Capital Expenses	\$132,553	\$480,000	\$277,107	\$300,000	\$300,000	\$ -	-
Internal Charges	\$1,823,571	\$1,816,700	\$1,511,157	\$1,845,400	\$1,901,800	\$56,400	3.1%
Total Expenditure	\$19,276,339	\$18,657,400	\$18,474,351	\$20,007,100	\$21,457,600	\$1,450,500	7.2%
Net Operating Cost / (Revenue)	\$14,834,851	\$14,762,100	\$14,947,463	\$15,734,400	\$16,671,900	\$937,500	6.0%
Debt and Transfers							
Debt Charges	\$1,866,459	\$1,865,400	\$1,759,314	\$1,834,400	\$1,471,100	(\$363,300)	(19.8%)
Transfer from Reserve	(\$1,922,119)	(\$1,732,000)	\$ -	(\$1,701,200)	(\$1,337,300)	\$363,900	(21.4%)
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$18,001,729	\$17,650,000	\$18,960,916	\$19,450,000	\$21,150,000	\$1,700,000	8.7%
Total Debt and Transfers	\$17,946,069	\$17,783,400	\$20,720,230	\$19,583,200	\$21,283,800	\$1,700,600	8.7%
NET COST / (REVENUE)	\$32,780,920	\$32,545,500	\$35,667,693	\$35,317,600	\$37,955,700	\$2,638,100	7.5%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Roads and Engineering

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Municipal Recoveries	1,142,900	1,335,900	1,338,400	1,340,900	1,343,400	1,345,900	1,348,400	1,350,900	1,350,900	1,350,900	1,350,900
User Fees & Charges	378,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000	488,000
Sales Revenue	670,000	720,000	720,000	720,600	721,200	721,800	722,500	723,200	723,900	724,600	725,300
Internal Recoveries	2,081,800	2,241,800	2,303,800	2,367,800	2,433,800	2,433,800	2,433,800	2,433,800	2,433,800	2,433,800	2,433,800
Total Revenue	4,272,700	4,785,700	4,850,200	4,917,300	4,986,400	4,989,500	4,992,700	4,995,900	4,996,600	4,997,300	4,998,000
EXPENDITURES											
Salaries, Wages and Benefits	7,164,800	8,187,200	8,621,000	8,958,000	9,291,400	9,637,200	9,960,800	10,281,900	10,615,500	10,961,900	11,316,600
Supplies, Material & Equipment	6,707,400	7,151,400	7,349,600	7,570,800	7,798,800	8,033,600	8,275,300	8,524,300	8,780,700	9,044,700	9,316,600
Purchased Services	3,224,800	2,979,200	3,046,500	3,116,900	3,189,600	3,260,600	3,336,000	3,410,000	3,485,600	3,563,000	3,642,500
Insurance & Financial	764,700	938,000	996,100	1,067,200	1,140,400	1,218,700	1,325,100	1,405,200	1,501,800	1,617,300	1,730,200
Minor Capital Expenses	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Internal Charges	1,845,400	1,901,800	1,963,800	2,027,800	2,093,800	2,094,400	2,095,000	2,095,000	2,095,000	2,095,000	2,095,000
Total Expenditures	20,007,100	21,457,600	22,277,000	23,040,700	23,814,000	24,544,500	25,292,200	26,016,400	26,778,600	27,581,900	28,400,900
Net Operating Cost / (Revenue)	15,734,400	16,671,900	17,426,800	18,123,400	18,827,600	19,555,000	20,299,500	21,020,500	21,782,000	22,584,600	23,402,900
yr/yr % change		6.0%	4.5%	4.0%	3.9%	3.9%	3.8%	3.6%	3.6%	3.7%	3.6%
DEBT AND TRANSFERS											
Debt Charges	1,834,400	1,471,100	1,988,500	2,236,500	2,619,600	3,475,900	3,355,700	3,850,900	4,994,800	5,092,800	5,500,600
Transfer from Reserves	(1,701,200)	(1,337,300)	(1,855,400)	(2,103,400)	(2,512,200)	(3,131,000)	(3,010,800)	(3,338,500)	(4,112,200)	(4,210,300)	(4,618,000)
Transfer to Reserves	19,450,000	21,150,000	23,025,000	25,745,000	26,745,000	27,245,000	27,445,000	28,545,000	29,445,000	30,245,000	30,245,000
Total Debt and Transfers	19,583,200	21,283,800	23,158,100	25,878,100	26,852,400	27,589,900	27,789,900	29,057,400	30,327,600	31,127,500	31,127,600
TAX LEVY REQUIREMENT	35,317,600	37,955,700	40,584,900	44,001,500	45,680,000	47,144,900	48,089,400	50,077,900	52,109,600	53,712,100	54,530,500
yr/yr % change		7.5%	6.9%	8.4%	3.8%	3.2%	2.0%	4.1%	4.1%	3.1%	1.5%



County of Wellington
10 Year Capital Budget
Roads and Engineering

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Roads Facilities	8,100,000	4,500,000	11,900,000	200,000	5,200,000	15,300,000	100,000	5,740,000	16,965,000	100,000	68,105,000
Roads Equipment	4,070,000	3,840,000	3,465,000	4,330,000	4,005,000	4,170,000	5,125,000	5,320,000	3,585,000	3,730,000	41,640,000
Asset Management / Engineering	2,410,000	2,600,000	2,300,000	2,680,000	2,300,000	2,650,000	2,420,000	2,370,000	2,300,000	2,830,000	24,860,000
Growth Related Construction	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000		47,940,000
Roads Construction	5,315,000	3,600,000	3,620,000	10,740,000	7,015,000	7,400,000	4,000,000	6,380,000	7,500,000	2,000,000	57,570,000
Bridges	6,620,000	10,070,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	450,000	6,250,000	4,750,000	57,675,000
Culverts	300,000	2,250,000	360,000	300,000	2,800,000	430,000	300,000	1,050,000	300,000	300,000	8,390,000
County Bridges on Local Roads				120,000		1,025,000					1,145,000
Roads Resurfacing	3,060,000	7,180,000	5,780,000	7,280,000	8,785,000	2,890,000	2,955,000	7,260,000	9,325,000	10,800,000	65,315,000
Total	37,375,000	40,135,000	45,595,000	31,870,000	40,090,000	41,600,000	28,670,000	28,570,000	54,225,000	24,510,000	372,640,000
Sources of Financing											
Recoveries	60,000	1,585,000									1,645,000
Subsidies	4,160,000										4,160,000
Canada Community Building Fund	2,800,000	3,170,000	1,800,000	4,300,000	2,900,000	3,000,000	3,000,000	3,000,000	1,800,000	1,800,000	27,570,000
Ontario Community Infrastructure Fund	1,300,000	3,400,000	3,180,000	2,380,000	4,000,000	2,000,000	1,760,000	2,400,000	1,300,000		21,720,000
Reserves	22,311,000	26,395,000	26,625,000	24,250,000	26,135,000	19,105,000	21,310,000	19,200,000	34,575,000	22,710,000	242,616,000
Development Charges	2,644,000	285,000	2,290,000	940,000	1,955,000	2,295,000	1,300,000		4,720,000		16,429,000
Growth Related Debenture	4,100,000	4,100,000	8,600,000		3,400,000	10,200,000	1,300,000	3,970,000	11,830,000		47,500,000
Debenture		1,200,000	3,100,000		1,700,000	5,000,000					11,000,000
Total Financing	37,375,000	40,135,000	45,595,000	31,870,000	40,090,000	41,600,000	28,670,000	28,570,000	54,225,000	24,510,000	372,640,000



County of Wellington
10 Year Capital Budget
Roads Facilities

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Roads Facilities											
Various Facility Repairs	100,000	100,000	200,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
Brucedale Garage					5,100,000	15,200,000					20,300,000
Erin Garage Construction		4,000,000	11,700,000								15,700,000
Elora Facility Rehabilitation	400,000	400,000									800,000
Harriston Garage								5,640,000	16,865,000		22,505,000
Arthur Shop	7,600,000										7,600,000
Total Roads Facilities	8,100,000	4,500,000	11,900,000	200,000	5,200,000	15,300,000	100,000	5,740,000	16,965,000	100,000	68,105,000
Total	8,100,000	4,500,000	11,900,000	200,000	5,200,000	15,300,000	100,000	5,740,000	16,965,000	100,000	68,105,000
Sources of Financing											
Reserves	4,000,000	500,000	200,000	200,000	100,000	100,000	100,000	1,770,000	5,135,000	100,000	12,205,000
Growth Related Debenture	4,100,000	2,800,000	8,600,000		3,400,000	10,200,000		3,970,000	11,830,000		44,900,000
Debenture		1,200,000	3,100,000		1,700,000	5,000,000					11,000,000
Total Financing	8,100,000	4,500,000	11,900,000	200,000	5,200,000	15,300,000	100,000	5,740,000	16,965,000	100,000	68,105,000



County of Wellington
10 Year Capital Budget
Roads Equipment

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Roads Equipment											
Radio Infrastructure Replacements	150,000	50,000									200,000
Roads Equipment											
Pickup	690,000			940,000			1,110,000				2,740,000
3 Ton Dump						220,000					220,000
6 Ton Trucks	2,500,000	2,320,000	2,250,000	2,380,000	3,190,000	2,700,000	2,930,000	3,950,000	2,750,000	3,630,000	28,600,000
Loader	380,000	425,000	400,000	910,000	470,000	500,000					3,085,000
Grader		700,000									700,000
Forklift						110,000					110,000
Trailers		45,000				25,000	70,000				140,000
Tractor		200,000			210,000			240,000			650,000
Bucket Truck							620,000				620,000
Backhoe						330,000		380,000			710,000
Manual Line Strippers					35,000						35,000
Loadster Float							90,000				90,000
Chipper								150,000			150,000
Excavator			535,000						650,000		1,185,000
Van							85,000				85,000
Mechanic Service Vehicle								500,000			500,000
Steam Jenny						75,000			85,000		160,000
Roll Off Deck/Box			180,000			110,000	120,000				410,000
Miscellaneous Equipment	350,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,250,000
Total Roads Equipment	4,070,000	3,840,000	3,465,000	4,330,000	4,005,000	4,170,000	5,125,000	5,320,000	3,585,000	3,730,000	41,640,000
Total Roads and Engineering	4,070,000	3,840,000	3,465,000	4,330,000	4,005,000	4,170,000	5,125,000	5,320,000	3,585,000	3,730,000	41,640,000
Total	4,070,000	3,840,000	3,465,000	4,330,000	4,005,000	4,170,000	5,125,000	5,320,000	3,585,000	3,730,000	41,640,000
Sources of Financing											
Reserves	3,886,000	3,840,000	3,465,000	4,330,000	4,005,000	4,170,000	5,125,000	5,320,000	3,585,000	3,730,000	41,456,000
Development Charges	184,000										184,000
Total Financing	4,070,000	3,840,000	3,465,000	4,330,000	4,005,000	4,170,000	5,125,000	5,320,000	3,585,000	3,730,000	41,640,000



County of Wellington
10 Year Capital Budget
Asset Management / Engineering

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Asset Management / Engineering											
Pavement Condition Study	110,000			120,000			120,000			130,000	480,000
Speed Management	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
SWMS Condition Study		300,000				350,000				400,000	1,050,000
Road MAP Update/Area Plan Study				200,000							200,000
Pavement Preservation Programme	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
Warranty Works	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Retaining Wall Inventory & Condition Study				60,000				70,000			130,000
Total Asset Management / Engineering	2,410,000	2,600,000	2,300,000	2,680,000	2,300,000	2,650,000	2,420,000	2,370,000	2,300,000	2,830,000	24,860,000
Total	2,410,000	2,600,000	2,300,000	2,680,000	2,300,000	2,650,000	2,420,000	2,370,000	2,300,000	2,830,000	24,860,000
Sources of Financing											
Canada Community Building Fund	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	18,000,000
Reserves	610,000	800,000	500,000	880,000	500,000	850,000	620,000	570,000	500,000	1,030,000	6,860,000
Total Financing	2,410,000	2,600,000	2,300,000	2,680,000	2,300,000	2,650,000	2,420,000	2,370,000	2,300,000	2,830,000	24,860,000



County of Wellington
10 Year Capital Budget
Growth Related Construction

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Growth Related Construction											
WR 7, PL Rothsay S for 2km				120,000		1,275,000					1,395,000
WR 7 at WR18 Roundabout						150,000			2,000,000		2,150,000
WR 8 at WR 9, Roundabout		1,675,000									1,675,000
WR 10 at WR 8, Intersection improvements and Overlay					100,000		3,000,000				3,100,000
WR 17 at WR 8, Intersection Improvement							250,000		2,000,000		2,250,000
WR 18 at WR 26 Intersection	1,650,000										1,650,000
WR 18 at WR 29, Intersection Improvement	1,700,000										1,700,000
WR 19 at Second Line, Intersection Improvement							250,000		2,000,000		2,250,000
WR 22 at WR 29 Realignment						1,000,000			2,000,000		3,000,000
WR 30, Intersection at Guelph Rd 3		120,000		1,800,000							1,920,000
WR 124, Guelph to Whitelaw	4,150,000										4,150,000
WR 124, WR 32 to Guelph Rd 1, 1.7 km		4,300,000									4,300,000
WR124, Whitelaw Int to E of 32			4,050,000								4,050,000
WR 124, PL Ospringe to Guelph 10km					4,750,000	4,800,000					9,550,000
WR 124 at WR 32 Intersection			4,800,000								4,800,000
Total Growth Related Construction	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000		47,940,000
Total	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000		47,940,000
Sources of Financing											
Recoveries		835,000									835,000
Ontario Community Infrastructure Fund		1,000,000									1,000,000
Reserves	5,040,000	2,675,000	6,560,000	980,000	2,895,000	4,930,000	900,000		3,280,000		27,260,000
Development Charges	2,460,000	285,000	2,290,000	940,000	1,955,000	2,295,000	1,300,000		4,720,000		16,245,000
Growth Related Debenture		1,300,000					1,300,000				2,600,000
Total Financing	7,500,000	6,095,000	8,850,000	1,920,000	4,850,000	7,225,000	3,500,000		8,000,000		47,940,000



County of Wellington
10 Year Capital Budget
Roads Construction

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Roads Construction											
WR 7 at WR 12, Intersection			120,000	1,780,000							1,900,000
WR 7 at WR 11 Roundabout								120,000		2,000,000	2,120,000
WR 9, WR 109 to WR 8 (Perth) 5km	25,000	2,000,000									2,025,000
WR 12, WR 7 to WR 86 Phase 1								6,130,000	3,500,000		9,630,000
WR 12, WR 7 to 300m East of 16th Line					125,000	2,550,000					2,675,000
WR 16, Hwy 89 to WR 109				60,000		2,250,000					2,310,000
WR 16, WR 109 to WR 19					65,000		4,000,000				4,065,000
WR18 Geddes St Elora, RtngWall		1,500,000									1,500,000
Erin Linear Works	60,000										60,000
WR 25, WR 52 to WR 42, 7 km			2,000,000	2,000,000	2,000,000						6,000,000
WR 50, Railway Tracks to WR 125 6km								130,000	4,000,000		4,130,000
WR 109 TEV to HAR 10km	5,000,000										5,000,000
WR 109 at WR 16 Intersection					1,825,000						1,825,000
WR 123, Palmerston WR 5 to Hwy 23, 2km	230,000		1,500,000	3,000,000	3,000,000						7,730,000
WR 124 at WR 24, Intersection				100,000		2,600,000					2,700,000
WR 124, WR 24 to Ospringe 6km		100,000		3,800,000							3,900,000
Total Roads Construction	5,315,000	3,600,000	3,620,000	10,740,000	7,015,000	7,400,000	4,000,000	6,380,000	7,500,000	2,000,000	57,570,000
Total	5,315,000	3,600,000	3,620,000	10,740,000	7,015,000	7,400,000	4,000,000	6,380,000	7,500,000	2,000,000	57,570,000
Sources of Financing											
Recoveries	60,000										60,000
Canada Community Building Fund				2,500,000		1,200,000					3,700,000
Ontario Community Infrastructure Fund				430,000	1,000,000	2,000,000	860,000		1,300,000		5,590,000
Reserves	5,255,000	3,600,000	3,620,000	7,810,000	6,015,000	4,200,000	3,140,000	6,380,000	6,200,000	2,000,000	48,220,000
Total Financing	5,315,000	3,600,000	3,620,000	10,740,000	7,015,000	7,400,000	4,000,000	6,380,000	7,500,000	2,000,000	57,570,000



County of Wellington
10 Year Capital Budget
Bridges

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Bridges											
WR 6, O'Dwyer's Bridge, 006008 Rehab					65,000		5,000,000				5,065,000
WR 7, Rothsay Bridge, 07019, Rehab					120,000		5,270,000				5,390,000
WR 11, Flax Bridge B011025 Rep	500,000										500,000
WR 11, Flax Bridge Replacement (B011025)								200,000		4,500,000	4,700,000
WR 12, Bridge B012100 Replace		970,000									970,000
WR 12, Princess Elizabeth Bridge			120,000		4,950,000						5,070,000
WR 32, Blatchford Bridge, Replace	220,000		5,200,000								5,420,000
WR 34, Bridge B034123, Rehab	800,000										800,000
WR 36, Bridge B036122, Replace		1,125,000									1,125,000
WR 36, Bridge B036086, Replace		1,125,000									1,125,000
WR 38, Bridge B038078, Replace		1,500,000									1,500,000
WR 43, Caldwell Bridge, Replace						260,000			6,250,000		6,510,000
WR 109, CR Bridge 4, B109133			4,000,000								4,000,000
WR 109, CR Bridge 10 B109134				4,050,000							4,050,000
WR 109, CR Bridge 6 B109132	5,100,000										5,100,000
WR 109, CR Bridge 5, C109123		5,100,000									5,100,000
Various Bridge Patches		250,000		250,000		250,000		250,000		250,000	1,250,000
Total Bridges	6,620,000	10,070,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	450,000	6,250,000	4,750,000	57,675,000
Total	6,620,000	10,070,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	450,000	6,250,000	4,750,000	57,675,000
Sources of Financing											
Recoveries		750,000									750,000
Subsidies	4,160,000										4,160,000
Canada Community Building Fund		800,000					1,200,000				2,000,000
Ontario Community Infrastructure Fund	1,300,000	1,200,000	3,180,000	1,950,000							7,630,000
Reserves	1,160,000	7,320,000	6,140,000	2,350,000	5,135,000	510,000	9,070,000	450,000	6,250,000	4,750,000	43,135,000
Total Financing	6,620,000	10,070,000	9,320,000	4,300,000	5,135,000	510,000	10,270,000	450,000	6,250,000	4,750,000	57,675,000



County of Wellington
10 Year Capital Budget
Culverts

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Culverts											
WR 10, Clvrt C101000, Replace		1,000,000									1,000,000
WR 10, Clvrt C100970, Replace		650,000									650,000
WR 11, Clvrt C110930, Replace			60,000		2,500,000						2,560,000
WR 109, Clvrt C109142, Replace		300,000									300,000
WR 124, Clvrt C124124, Replace						130,000		750,000			880,000
Municipal Drains	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Various Culvert Needs	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Total Culverts	300,000	2,250,000	360,000	300,000	2,800,000	430,000	300,000	1,050,000	300,000	300,000	8,390,000
Total	300,000	2,250,000	360,000	300,000	2,800,000	430,000	300,000	1,050,000	300,000	300,000	8,390,000
Sources of Financing											
Ontario Community Infrastructure Fund					2,000,000						2,000,000
Reserves	300,000	2,250,000	360,000	300,000	800,000	430,000	300,000	1,050,000	300,000	300,000	6,390,000
Total Financing	300,000	2,250,000	360,000	300,000	2,800,000	430,000	300,000	1,050,000	300,000	300,000	8,390,000



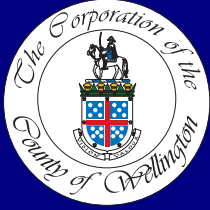
County of Wellington
10 Year Capital Budget
County Bridges on Local Roads

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
County Bridges on Local Roads											
Jones Baseline, Ostrander Bridge, 000032, Rehab				120,000		1,025,000					1,145,000
Total County Bridges on Local Roads				120,000		1,025,000					1,145,000
Total				120,000		1,025,000					1,145,000
Sources of Financing											
Reserves				120,000		1,025,000					1,145,000
Total Financing				120,000		1,025,000					1,145,000



County of Wellington
10 Year Capital Budget
Roads Resurfacing

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Roads and Engineering											
Roads Resurfacing											
WR 7, Rothsay to WR 11, 5.2 km			2,170,000								2,170,000
WR 7, Between PL at Ponsonby, 1km				30,000	580,000						610,000
WR 7, 1st Line to WR 18, 3.3 km						130,000		1,500,000			1,630,000
WR 7, Rothsay to 700 m south of Sideroad 3, 2.6 km	25,000	1,150,000									1,175,000
WR 11, 300mS 16th Line - WR109	1,250,000										1,250,000
WR 11, Drayton South Resurfacing								75,000		4,000,000	4,075,000
WR 11, WR7 to Emmerson Simmons Bridge, 3.8 km					130,000	2,550,000					2,680,000
WR 22, from WR 26 to WR 29								60,000	2,500,000	2,500,000	5,060,000
WR 18, Fergus to Dufferin PH 2	1,650,000										1,650,000
WR 18, WR 7 to ROW boundary, 6.3 km	110,000		3,450,000								3,560,000
WR 22, WR 26 to 300m S of WR24		1,500,000									1,500,000
WR 24, 300m S of WR 50 to SR 9 2.5 km						60,000	2,900,000				2,960,000
WR 24, WR 42 to 1.2 km N of WR 42				60,000	1,000,000						1,060,000
WR 25, WR 124 to WR 22 3.2 km			100,000	1,700,000							1,800,000
WR 26, WR 124 to WR 18 15km						150,000		5,500,000	5,500,000		11,150,000
WR 32, WR 34 to WR 124, 5 km								125,000		3,000,000	3,125,000
WR 33, WR 34 to Hwy 401, 1.8 km							55,000		1,250,000		1,305,000
WR 34, WR 33 to WR32, 2km		1,000,000									1,000,000
WR 35, WR 34 to Hamilton boundary, 6.6 km	25,000	3,250,000									3,275,000
WR 51, WR 86 to 800m E of WR 39		120,000		1,790,000							1,910,000
WR 51, WR 39 to WR 7 2.2km									75,000	1,300,000	1,375,000
WR 52, 9th Line to WR 25 2.8 km			60,000		1,500,000						1,560,000
WR 86, COG to ROW 7.9 km		50,000		2,400,000	2,500,000						4,950,000
WR 109, Hwy6 to Dufferin, 11k					3,075,000						3,075,000
WR 124, 400m N of WR 23 to WR 25 2.5 km		110,000		1,300,000							1,410,000
Total Roads Resurfacing	3,060,000	7,180,000	5,780,000	7,280,000	8,785,000	2,890,000	2,955,000	7,260,000	9,325,000	10,800,000	65,315,000
Total	3,060,000	7,180,000	5,780,000	7,280,000	8,785,000	2,890,000	2,955,000	7,260,000	9,325,000	10,800,000	65,315,000
Sources of Financing											
Canada Community Building Fund	1,000,000	570,000			1,100,000			1,200,000			3,870,000
Ontario Community Infrastructure Fund		1,200,000			1,000,000		900,000	2,400,000			5,500,000
Reserves	2,060,000	5,410,000	5,780,000	7,280,000	6,685,000	2,890,000	2,055,000	3,660,000	9,325,000	10,800,000	55,945,000
Total Financing	3,060,000	7,180,000	5,780,000	7,280,000	8,785,000	2,890,000	2,955,000	7,260,000	9,325,000	10,800,000	65,315,000



Programme Overview

Programme/Service:	Solid Waste Services
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Programme Description

- The County provides programmes for the collection and disposal of municipal solid waste and recyclables, and operates one active landfill site and five transfer stations
- The County is also responsible for 16 closed landfill sites
- A curbside user pay collection service is offered in urban and rural areas County-wide
- The landfill sites and transfer stations provide waste and recyclable disposal opportunities to manage items and quantities not appropriate for curbside collection. The waste facilities provide means to divert materials from landfill including household hazardous wastes, electronics, tires, brush, scrap metal and reuse centres.

2024 Budget Highlights

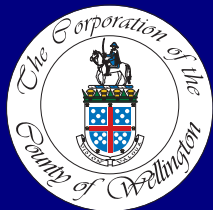
Capital Budget:

- A total of \$12.9 million in expenditures is projected over the ten-year period
- Planned facility upgrades at the Elora and Rothsay Transfer Stations continue in 2024
- Riverstown landfill is the County's one remaining active landfill site with expected capacity beyond 2050. Staff are planning for the closure of Phase I and the future development of Phase II throughout the ten-year forecast and have included projects totalling \$4.4 million.

Operating Budget:

- Significant increases to the waste, blue box, organics and leaf and yard waste collections contracts due to the rise in inflation, amounting to a 9.1% cost increase or \$617,200.
- Changes to the blue box processing contract are reflected in the budget and result in removal of the recyclable sales revenues, offset by a lower processing cost. The net impact of this change is an increase to the budget of \$247,400
- Recommended changes to the user pay bag fee by \$0.50 as of July 1, 2024 will increase projected overall net revenues by \$220,000 when factoring in lower disposal volumes expected in 2024

Staff Complement (Full time equivalents)		
	2023	2024
Administration	7.3	7.3
Operations	1.0	1.0
Collections	2.3	2.3
Roll-off	4.6	4.6
Transfer stations	13.1	13.1
Disposal	4.2	4.4
Total	32.5	32.7
Current employee count: 50		



Performance Measures

Programme/Service:	Solid Waste Services
Department:	Engineering Services
Governance:	Solid Waste Services Committee

Programme Goals and Objectives

The following Goals and Priorities and guiding principles have been articulated in the Solid Waste Services Strategy:

Excellent Customer Service

- Provide excellent customer service that is convenient, safe, and meets residents' needs

Sound Financial Management

- Deliver programmes and services that are evaluated on an on-going basis to ensure they are efficient and cost-effective

Environmental Stewardship

- Protect the air, water and land through environmentally sound practices and operations

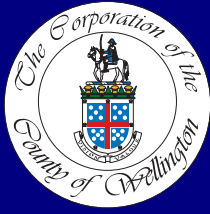
The goals and priorities of the Solid Waste Services Strategy are informed by a set of guiding principles, which are aligned with those of the County's Strategic Action Plan:

- Adopting triple bottom line (people, planet, prosperity) approach **(Making the best decisions for the betterment of the community)**
- Treating landfill as an asset, a resource to be protected **(Making the best decisions for the betterment of the community)**
- Maximizing diversion from landfill **(Doing what the County does best - providing critical daily services for your residents)**
- Focusing on long-term planning horizons **(Making the best decisions for the betterment of the community)**
- Minimizing greenhouse gas (GHG) emissions associated with operations **(Doing what the County does best - providing critical daily services for your residents)**
- Enhancing promotion and education offerings **(Doing what the County does best - providing critical daily services for your residents)**
- Supporting circular economy principles within programmes, practices and operations **(Making the best decisions for the betterment of the community)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals, priorities and guiding principles, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
Residential Waste Diversion Rate	52.00%	51.50%	51.20%	50.20%
Total Diverted Tonnes Captured (Residential, Industrial, Commercial, and Institutional)	13,600	13,500	13,553.16	13,930.51
Estimated remaining years of Landfill Capacity	26	27	28	29
Number of Outreach Products/Presentations	425	400	377	457



County Of Wellington

2024 Operating Budget

Programme/Service: Solid Waste Services

Department: Engineering Services

Governance: Solid Waste Services Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$1,724,345	\$1,734,600	\$992,019	\$1,734,600	\$1,886,900	\$152,300	8.8%
Licenses, Permits and Rents	\$30,869	\$19,100	\$30,869	\$31,100	\$31,100	\$ -	-
User Fees & Charges	\$3,495,982	\$3,436,200	\$3,299,787	\$3,543,200	\$3,762,400	\$219,200	6.2%
Sales Revenue	\$1,411,759	\$814,500	\$261,386	\$1,136,600	\$153,000	(\$983,600)	(86.5%)
Other Revenue	\$1,740	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Recoveries	\$738,193	\$734,000	\$611,741	\$734,000	\$794,300	\$60,300	8.2%
Total Revenue	\$7,402,888	\$6,738,400	\$5,195,802	\$7,179,500	\$6,627,700	(\$551,800)	(7.7%)
Expenditure							
Salaries, Wages and Benefits	\$2,865,394	\$2,846,300	\$3,037,462	\$3,228,500	\$3,409,100	\$180,600	5.6%
Supplies, Material & Equipment	\$1,244,218	\$1,200,700	\$1,185,067	\$1,348,900	\$1,381,100	\$32,200	2.4%
Purchased Services	\$8,912,373	\$9,025,300	\$8,242,359	\$9,880,400	\$9,952,000	\$71,600	0.7%
Insurance & Financial	\$293,637	\$265,300	\$323,866	\$297,300	\$348,800	\$51,500	17.3%
Internal Charges	\$739,697	\$733,300	\$668,509	\$793,900	\$848,500	\$54,600	6.9%
Total Expenditure	\$14,055,319	\$14,070,900	\$13,457,263	\$15,549,000	\$15,939,500	\$390,500	2.5%
Net Operating Cost / (Revenue)	\$6,652,431	\$7,332,500	\$8,261,461	\$8,369,500	\$9,311,800	\$942,300	11.3%
Debt and Transfers							
Debt Charges	\$ -	\$ -	\$ -	\$14,500	\$20,000	\$5,500	37.9%
Transfer from Reserve	(\$201,557)	(\$240,300)	\$ -	(\$263,900)	(\$305,900)	(\$42,000)	15.9%
Transfers to Reserve	\$1,550,000	\$1,550,000	\$1,650,000	\$1,650,000	\$1,750,000	\$100,000	6.1%
Total Debt and Transfers	\$1,348,443	\$1,309,700	\$1,650,000	\$1,400,600	\$1,464,100	\$63,500	4.5%
NET COST / (REVENUE)	\$8,000,874	\$8,642,200	\$9,911,461	\$9,770,100	\$10,775,900	\$1,005,800	10.3%



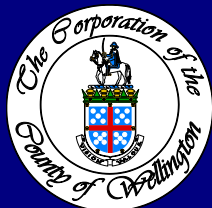
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Solid Waste Services

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	1,734,600	1,886,900	961,200	35,400	35,400	35,400	35,400	35,400	35,400	35,400	35,400
Licenses, Permits and Rents	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100	31,100
User Fees & Charges	3,543,200	3,762,400	4,021,500	4,073,200	4,127,700	4,182,200	4,236,700	4,291,200	4,345,700	4,400,200	4,454,700
Sales Revenue	1,136,600	153,000	153,000	158,900	164,800	170,800	177,100	183,600	190,200	197,100	204,300
Internal Recoveries	734,000	794,300	794,300	818,100	842,600	867,800	893,800	920,500	948,000	976,400	1,005,600
Total Revenue	7,179,500	6,627,700	5,961,100	5,116,700	5,201,600	5,287,300	5,374,100	5,461,800	5,550,400	5,640,200	5,731,100
EXPENDITURES											
Salaries, Wages and Benefits	3,228,500	3,409,100	3,554,100	3,672,200	3,792,100	3,912,400	4,037,000	4,165,600	4,298,600	4,436,500	4,577,700
Supplies, Material & Equipment	1,348,900	1,381,100	1,376,900	1,384,400	1,424,900	1,466,500	1,509,400	1,553,500	1,598,800	1,645,500	1,693,700
Purchased Services	9,880,400	9,952,000	8,042,800	6,064,000	6,214,700	6,368,300	6,527,000	6,689,400	6,855,700	7,027,700	7,204,500
Insurance & Financial	297,300	348,800	375,300	395,300	416,700	423,800	455,700	475,300	501,100	532,700	562,500
Internal Charges	793,900	848,500	848,500	848,500	848,500	848,500	848,500	848,500	848,500	848,500	848,500
Total Expenditures	15,549,000	15,939,500	14,197,600	12,364,400	12,696,900	13,019,500	13,377,600	13,732,300	14,102,700	14,490,900	14,886,900
Net Operating Cost / (Revenue)	8,369,500	9,311,800	8,236,500	7,247,700	7,495,300	7,732,200	8,003,500	8,270,500	8,552,300	8,850,700	9,155,800
yr/yr % change		11.3%	(11.5%)	(12.0%)	3.4%	3.2%	3.5%	3.3%	3.4%	3.5%	3.4%
DEBT AND TRANSFERS											
Debt Charges	14,500	20,000	103,600	103,600	103,600	103,600	103,600	103,600	103,600	103,600	103,600
Transfer from Reserves	(263,900)	(305,900)	(399,000)	(409,700)	(420,700)	(431,900)	(443,400)	(455,400)	(467,700)	(480,300)	(493,400)
Transfer to Reserves	1,650,000	1,750,000	1,750,000	1,850,000	1,850,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	2,050,000
Total Debt and Transfers	1,400,600	1,464,100	1,454,600	1,543,900	1,532,900	1,621,700	1,610,200	1,598,200	1,585,900	1,573,300	1,660,200
TAX LEVY REQUIREMENT	9,770,100	10,775,900	9,691,100	8,791,600	9,028,200	9,353,900	9,613,700	9,868,700	10,138,200	10,424,000	10,816,000
yr/yr % change		10.3%	(10.1%)	(9.3%)	2.7%	3.6%	2.8%	2.7%	2.7%	2.8%	3.8%



County of Wellington
10 Year Capital Budget
Solid Waste Services

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Solid Waste Services											
Equipment											
SWS Electric Vehicles											
Collection Van			110,000							110,000	220,000
Disposal Pickup						140,000					140,000
Roll Off Pickup				120,000							120,000
Collection Pickup						140,000					140,000
Transfer Pickup		110,000							170,000		280,000
General Ops Pickup		110,000							170,000		280,000
SWS Equipment											
Disposal Compactor					1,100,000					1,100,000	2,200,000
Disposal Loader				440,000							440,000
Disposal Bulldozer			970,000								970,000
Roll Off Luger					410,000	440,000			490,000	500,000	1,840,000
Transfer Backhoe					280,000						280,000
Transfer Dumptruck	320,000										320,000
Total Equipment	320,000	220,000	1,080,000	560,000	1,790,000	720,000			830,000	1,710,000	7,230,000
Active Landfill Sites and Transfer Stations											
Elora Remedial Work	25,000										25,000
Elora Waste Facility Upgrade	500,000										500,000
Riverstown - North Pond Dev		650,000									650,000
Riverstown Cell Dev PH2	870,000			500,000						750,000	2,120,000
Riverstown: Pre Excavation PH2	120,000		200,000			150,000	150,000			200,000	820,000
Rothsay Waste Facility Upgrade	200,000										200,000
Site Imp: Road Maint All Sites					130,000						130,000
Site Improvements - Buildings all sites							400,000				400,000
Total Active Landfill Sites and Transfer S	1,715,000	650,000	200,000	500,000	130,000	150,000	550,000			950,000	4,845,000
Closed Landfill Sites											
Riverstown Phase 1 Closed Site					790,000						790,000
Total Closed Landfill Sites					790,000						790,000
Total Solid Waste Services	2,035,000	870,000	1,280,000	1,060,000	2,710,000	870,000	550,000		830,000	2,660,000	12,865,000
Total	2,035,000	870,000	1,280,000	1,060,000	2,710,000	870,000	550,000		830,000	2,660,000	12,865,000
Sources of Financing											
Reserves	1,525,000	870,000	1,280,000	1,060,000	2,710,000	870,000	550,000		830,000	2,660,000	12,355,000
Development Charges	110,000										110,000
Growth Related Debenture	400,000										400,000
Total Financing	2,035,000	870,000	1,280,000	1,060,000	2,710,000	870,000	550,000		830,000	2,660,000	12,865,000



Programme Overview

Programme/Service:	Social Housing
Department:	Social Services
Governance:	Social Services Committee

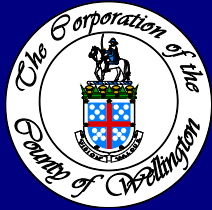
Programme Description

- Administration and management of 1,189 County-owned social housing units for low income tenants
- Administration and funding of 1,411 non-profit and co-operative housing units owned by 18 non-profit housing corporations for low and moderate income tenants
- Administration of approximately 690 housing units under rent supplement agreements with landlords to reduce rents for low income tenants
- Coordinated Access - maintaining the Centralized Waiting List for social housing access
- Administration of Home Ownership agreements
- Homelessness Prevention Programme – Several housing stability programmes including rent bank, emergency energy funds, housing stability programme, emergency shelter payments, rent supplements, and agency grants are provided.
- Housing and Homelessness Plan – local community plan with strategic directions to support municipal and community outcomes in social/affordable housing and homelessness.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the prior residence of the tenant.

2024 Budget Highlights

- The budget supports a significant investment to support rent supplement and homelessness initiatives.
- Staff updates include the addition of a Housing Data Analyst, Housing Stability Caseworker, Housing Trainer (one-year contract), and a Housing Project Manager (two-year contract).
- An increase to our county-owned units due to the rising costs of the material and labour required to maintain units in addition to the significantly damaged units and/or asbestos related repairs at the time of move-out.
- A reduction of \$500,000 in the transfer to the County's Shared Services Stabilization Reserve.
- Capital spending on County-owned social housing units totals \$57.1 million over the ten-year forecast.

Staff Complement (Full time equivalents)	2023	2024
Social Housing	51.4	57.6
Total	51.4	57.6
Current employee count: 51		



Performance Measures

Programme/Service:	Social Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The HHP is responsible for setting the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide a range of housing stability supports to assist with housing retention and homelessness prevention. **(Doing what the County does best - providing critical daily services for your residents)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Doing what the County does best - providing critical daily services for your residents)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Tackling a major community opportunity – housing)**
- End chronic homelessness. **(Tackling a major community opportunity – housing)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(Doing what the County does best - providing critical daily services for your residents)**
- Support the sustainability of the existing social and affordable housing stock. **(Making the best decisions for the betterment of the community)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(Doing what the County does best - providing critical daily services for your residents)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Number of households that receive rent supports per year.	750	708	580	454
Percentage of households at risk of homelessness that are stabilized (includes eviction prevention services and assistance with rental/energy arrears), that have retained their housing at 6 months follow up.	95%	95%	96%	94%
Number of Households participating in/accessing partnered /direct delivery support services in social/affordable housing.	350	300	360	233
Number of households in affordable housing per year.*	436	436	436	434
Number of people actively experiencing chronic homelessness.**	125	147	137	125
Number of households in service level rent geared to income units.	2,500	2,495	2,508	2,501

* Affordable Housing data updated to reflect County owned units + Housing Provider units (named in HSA 2011 Regs)

**2023 monthly average of # individuals experiencing chronic homelessness on the G-W By-Name-List (January to November)



County Of Wellington

2024 Operating Budget

Programme/Service: Social Housing
 Department: Social Services
 Governance: Social Services Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$17,151,773	\$13,302,700	\$11,889,171	\$10,806,200	\$11,325,300	\$519,100	4.8%
Municipal Recoveries	\$14,006,868	\$14,045,200	\$17,241,461	\$15,495,200	\$20,007,500	\$4,512,300	29.1%
Licenses, Permits and Rents	\$5,823,615	\$5,727,000	\$5,462,456	\$5,812,800	\$5,900,000	\$87,200	1.5%
User Fees and Charges	\$30,684	\$18,200	\$32,510	\$18,200	\$18,200	\$ -	-
Other Revenue	\$276,516	\$351,800	\$284,786	\$368,400	\$369,500	\$1,100	0.3%
Internal Recoveries	\$179,006	\$207,400	\$107,877	\$122,700	\$141,700	\$19,000	15.5%
Total Revenue	\$37,468,462	\$33,652,300	\$35,018,261	\$32,623,500	\$37,762,200	\$5,138,700	15.8%
Expenditure							
Salaries, Wages and Benefits	\$4,616,495	\$4,839,400	\$5,061,184	\$5,401,200	\$6,324,400	\$923,200	17.1%
Supplies, Material and Equipment	\$590,489	\$581,200	\$793,824	\$625,800	\$627,000	\$1,200	0.2%
Purchased Services	\$6,488,818	\$6,289,800	\$7,204,375	\$6,400,700	\$7,582,300	\$1,181,600	18.5%
Social Assistance	\$27,163,911	\$23,714,800	\$25,096,452	\$22,807,500	\$25,909,200	\$3,101,700	13.6%
Transfer Payments	\$264,088	\$264,100	\$208,198	\$208,200	\$117,900	(\$90,300)	(43.4%)
Insurance and Financial	\$444,848	\$376,200	\$419,752	\$421,900	\$514,800	\$92,900	22.0%
Internal Charges	\$889,721	\$929,600	\$834,924	\$927,700	\$1,004,500	\$76,800	8.3%
Total Expenditure	\$40,458,370	\$36,995,100	\$39,618,709	\$36,793,000	\$42,080,100	\$5,287,100	14.4%
Net Operating Cost / (Revenue)	\$2,989,908	\$3,342,800	\$4,600,448	\$4,169,500	\$4,317,900	\$148,400	3.6%
Debt and Transfers							
Transfer from Reserve	(\$638,363)	(\$135,000)	(\$686,003)	(\$678,400)	(\$51,200)	\$627,200	(92.5%)
Transfers to Reserve	\$2,387,100	\$1,600,000	\$1,717,790	\$1,600,000	\$1,100,000	(\$500,000)	(31.3%)
Total Debt and Transfers	\$1,748,737	\$1,465,000	\$1,031,787	\$921,600	\$1,048,800	\$127,200	13.8%
NET COST / (REVENUE)	\$4,738,645	\$4,807,800	\$5,632,235	\$5,091,100	\$5,366,700	\$275,600	5.4%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Social Housing

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	10,806,200	11,325,300	8,986,500	7,732,400	7,587,900	6,487,000	6,378,000	5,538,100	5,431,500	5,431,800	5,431,800
Municipal Recoveries	15,495,200	20,007,500	22,920,200	23,721,300	24,375,800	25,835,700	26,842,900	28,266,800	29,195,500	30,188,500	31,129,800
Licenses, Permits and Rents	5,812,800	5,900,000	5,959,200	6,019,000	6,079,300	6,139,900	6,201,200	6,263,100	6,325,600	6,389,100	6,453,100
User Fees & Charges	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200
Other Revenue	368,400	369,500	373,200	381,500	389,900	398,700	407,900	417,300	427,000	437,100	447,300
Internal Recoveries	122,700	141,700	142,400	146,200	150,200	154,300	158,500	162,700	167,000	171,400	176,100
Total Revenue	32,623,500	37,762,200	38,399,700	38,018,600	38,601,300	39,033,800	40,006,700	40,666,200	41,564,800	42,636,100	43,656,300
EXPENDITURES											
Salaries, Wages and Benefits	5,401,200	6,324,400	6,557,400	6,491,400	6,680,100	6,800,600	6,990,400	7,192,300	7,414,700	7,643,200	7,877,700
Supplies, Material & Equipment	625,800	627,000	630,500	649,000	667,900	687,100	706,900	727,100	747,800	768,900	791,100
Purchased Services	6,400,700	7,582,300	7,573,700	7,805,100	8,106,400	8,225,500	8,754,000	8,761,700	8,984,700	9,348,700	9,562,300
Social Assistance	22,807,500	25,909,200	26,784,900	26,172,400	26,281,900	26,587,300	27,006,700	27,446,000	27,897,900	28,362,700	28,953,000
Transfer Payments	208,200	117,900									
Insurance & Financial	421,900	514,800	574,000	635,800	705,300	784,800	884,400	987,600	1,106,600	1,249,600	1,404,400
Internal Charges	927,700	1,004,500	1,043,200	1,063,200	1,097,300	1,127,800	1,161,500	1,209,600	1,233,100	1,267,600	1,304,600
Total Expenditures	36,793,000	42,080,100	43,163,700	42,816,900	43,538,900	44,213,100	45,503,900	46,324,300	47,384,800	48,640,700	49,893,100
Net Operating Cost / (Revenue)	4,169,500	4,317,900	4,764,000	4,798,300	4,937,600	5,179,300	5,497,200	5,658,100	5,820,000	6,004,600	6,236,800
yr/yr % change		3.6%	10.3%	0.7%	2.9%	4.9%	6.1%	2.9%	2.9%	3.2%	3.9%
DEBT AND TRANSFERS											
Transfer from Reserves	(678,400)	(51,200)	(43,600)	(13,800)	(8,000)	(9,200)	(10,600)	(12,200)	(14,000)	(16,100)	(18,500)
Transfer to Reserves	1,600,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Total Debt and Transfers	921,600	1,048,800	1,056,400	1,086,200	1,092,000	1,090,800	1,089,400	1,087,800	1,086,000	1,083,900	1,081,500
TAX LEVY REQUIREMENT											
yr/yr % change	5.0%	5.4%	8.5%	1.1%	2.5%	4.0%	5.0%	2.4%	2.4%	2.6%	3.2%



**County of Wellington
10 Year Capital Budget
Social Housing**

											10 Year
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Social Services											
Social Housing											
County Owned Housing Units	13,780,000	5,150,000	4,375,000	4,835,000	4,970,000	4,995,000	4,910,000	4,290,000	4,905,000	4,920,000	57,130,000
138 Wyndham Renovations		250,000									250,000
138 Wyndham: Building Retrofits									680,000		680,000
138 Wyndham: Carpet Replacement		70,000									70,000
138 Wyndham: Replace Heat Exchanger				80,000							80,000
138 Wyndham: Roof Top AC				80,000	120,000						200,000
138 Wyndham: Roofing								210,000			210,000
COCHI Community Housing Init	1,800,300	2,222,200									4,022,500
GHG Initiatives	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Housing Sites IT Replacements	60,000	25,000	70,000	45,000				85,000	35,000	100,000	420,000
Housing WiFi Replacements			40,000					45,000			85,000
OPHI Ont Priorities Housing In	20,000	1,144,500									1,164,500
Stepping Stones Capital Grant	3,941,000										3,941,000
Total Social Housing	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	70,753,000
Total	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	70,753,000
Sources of Financing											
Recoveries	5,016,000	3,252,700	3,667,000	4,105,000	4,138,000	4,060,500	3,995,000	3,777,000	4,550,000	4,076,000	40,637,200
Subsidies	5,761,300	3,366,700									9,128,000
National Housing Co-Inv Fund	7,676,000	1,536,000									9,212,000
Reserves	1,398,000	956,300	1,068,000	1,185,000	1,202,000	1,184,500	1,165,000	1,103,000	1,320,000	1,194,000	11,775,800
Total Financing	19,851,300	9,111,700	4,735,000	5,290,000	5,340,000	5,245,000	5,160,000	4,880,000	5,870,000	5,270,000	70,753,000

County of Wellington
2024-2033 Housing Capital Details

Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Social Services											
County Owned Units											
Vancouver/Edmonton - 23 Houses											
Vancouver / Edmonton Full Reno	160,000	170,000									330,000
Vancouver / Edmonton Window Replacement			130,000								130,000
Vancouver/Edmonton Site Improvements							10,000	245,000			255,000
Total Vancouver/Edmonton - 23 Houses	160,000	170,000	130,000				10,000	245,000			715,000
Mohawk/Delaware - 50 Houses											
Mohawk/Delaware Site Improvement Phase 1		90,000									90,000
Mohawk Delaware Site Improvements					15,000	465,000					480,000
Mohawk/Delaware Furnace Replacement								240,000			240,000
Total Mohawk/Delaware - 50 Houses		90,000			15,000	465,000		240,000			810,000
263 Speedvale - 62 Apartments											
263 Speedvale Roof Rpl	990,000										990,000
263 Speedvale Window Replace	460,000										460,000
263 Speedvale Unit Panel Replacement	205,000										205,000
Total 263 Speedvale - 62 Apartments	1,655,000										1,655,000
Algonquin/Ferndale - 47 Houses											
Algonquin/Ferndale Metal Roofing P1	600,000										600,000
Algonquin/Ferndale Site Dev Phase 3		30,000	565,000								595,000
Algonquin Ferndale Furnace Replacement									240,000		240,000
Total Algonquin/Ferndale - 47 Houses	600,000	30,000	565,000						240,000		1,435,000
Applewood/Sunset -47 Townhomes											
Applewood / Sunset Furnace Replacements										330,000	330,000
Total Applewood/Sunset -47 Townhomes										330,000	330,000
576 Woolwich - 100 Apartments											
576 Woolwich Parking Lot			685,000								685,000
576 Woolwich Window/Mansard	450,000										450,000
576 Woolwich Common Space Flooring Replacement		140,000									140,000
576 Woolwich Solar Panels						595,000					595,000
576 Woolwich Roof Replacement					70,000	1,500,000					1,570,000
Total 576 Woolwich - 100 Apartments	450,000	140,000	685,000		70,000	2,095,000					3,440,000
232 Delhi/33 Marlborough - 109 Apartments											
33 Marlborough Roofing Replace	830,000										830,000
33 Marlborough Parking Lot Replacement		155,000									155,000
232 Delhi Parking Lot Replacement	115,000										115,000
232 Delhi Roofing Replacement		35,000	755,000								790,000
33 Marlborough Electric Heat				1,035,000							1,035,000

County of Wellington
2024-2033 Housing Capital Details

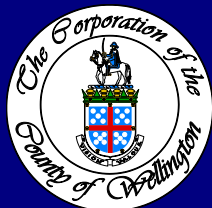
Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
232 Delhi Electric Heat Conv				1,050,000							1,050,000
Total 232 Delhi/33 Marlborough - 109 Apartments	945,000	190,000	755,000	2,085,000							3,975,000
Willow/Dawson - 85 Townhomes											
Willow Dawson Site Dev	400,000										400,000
Willow/Dawson Deep Energy Retrofit					2,490,000	405,000	1,830,000		1,165,000		5,890,000
Total Willow/Dawson - 85 Townhomes	400,000				2,490,000	405,000	1,830,000		1,165,000		6,290,000
229 Dublin - 74 Apartments											
229 Dublin Carport Ceiling Replacement		20,000	295,000								315,000
229 Dublin Electric Heat Conv	25,000	1,285,000									1,310,000
229 Dublin Generator Install		355,000									355,000
229 Dublin Corridor Improvements		315,000									315,000
229 Dublin Windows, Doors and Siding Replacement		510,000									510,000
229 Dublin Balcony Replacement			25,000	415,000							440,000
229 Dublin EIFS Rehab									675,000		675,000
Total 229 Dublin - 74 Apartments	25,000	2,485,000	320,000	415,000					675,000		3,920,000
387 Waterloo - 72 Apartments											
387 Waterloo Window Replacemen	605,000										605,000
387 Waterloo Roofing Repl	1,400,000										1,400,000
387 Waterloo Parking Lot							305,000				305,000
Total 387 Waterloo - 72 Apartments	2,005,000						305,000				2,310,000
130 Grange - 72 Apartments											
130 Grange Window Replace	475,000										475,000
130 Grange Electric Heat Conv	1,240,000										1,240,000
130 Grange Generator Install	350,000										350,000
130 Grange Parking Lot	20,000	420,000									440,000
130 Grange MUA Replacement									20,000	260,000	280,000
130 Grange Flat Roof Replace										930,000	930,000
Total 130 Grange - 72 Apartments	2,085,000	420,000							20,000	1,190,000	3,715,000
411 Waterloo - 41 Apartments											
411 Waterloo Window Repl	270,000										270,000
411 Waterloo Roofing Repl.	805,000										805,000
411 Waterloo Elevator Modernization				10,000	185,000						195,000
Total 411 Waterloo - 41 Apartments	1,075,000			10,000	185,000						1,270,000
32 Hadati - 89 Apartments											
32 Hadati Elevator Modernization			10,000	175,000							185,000
32 Hadati Retaining Wall				30,000	510,000						540,000
32 Hadati Balcony Replacements								410,000			410,000
Total 32 Hadati - 89 Apartments			10,000	205,000	510,000			410,000			1,135,000
Edward St. Arthur - 14 Apartments											

County of Wellington
2024-2033 Housing Capital Details

Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
110 Edward Roofing Replacement							45,000	680,000			725,000
Total Edward St. Arthur - 14 Apartments							45,000	680,000			725,000
Frederick St Arthur - 10 Apartments											
133 Frederick Metal Roof install								445,000			445,000
Total Frederick St Arthur - 10 Apartments								445,000			445,000
221 Mary St. Elora - 20 Apartments											
221 Mary Window Replace	170,000										170,000
221 Mary Roofing Replacement							20,000	560,000			580,000
221 Mary Elevator Mod						10,000	200,000				210,000
221 Mary Wood Balcony Rebuild									240,000		240,000
Total 221 Mary St. Elora - 20 Apartments	170,000					10,000	220,000	560,000	240,000		1,200,000
14 Centre St. Erin - 16 Apartments											
14 Center Metal Roof Install		20,000	305,000								325,000
14 Centre Window Replacement		145,000									145,000
14 Center Solar Panels			120,000								120,000
14 Centre Elevator Modernization				10,000	185,000						195,000
221 Mary MUA Replacement								115,000			115,000
Total 14 Centre St. Erin - 16 Apartments		165,000	425,000	10,000	185,000			115,000			900,000
Edinburgh Ave. Fergus - 18 Townhomes											
Edinburgh Roof Replacement										500,000	500,000
Total Edinburgh Ave. Fergus - 18 Townhomes										500,000	500,000
450 Ferrier Ct. Fergus - 41 Apartments											
450 Ferrier Elevator Mod.	150,000										150,000
450 Ferrier Balcony Replacement							205,000				205,000
450 Ferrier Flat Roof Replacement										735,000	735,000
Total 450 Ferrier Ct. Fergus - 41 Apartments	150,000						205,000			735,000	1,090,000
500 Ferrier Ct. Fergus - 41 Apartments											
500 Ferrier Elevator Modernization				10,000	185,000						195,000
500 Ferrier Balcony Replacement							185,000				185,000
500 Ferrier Flat Roof Replacement										495,000	495,000
Total 500 Ferrier Ct. Fergus - 41 Apartments				10,000	185,000		185,000			495,000	875,000
Elizabeth St. Harriston - 12 Apartments											
38 Elizabeth Metal Roof						25,000	395,000				420,000
Total Elizabeth St. Harriston - 12 Apartments						25,000	395,000				420,000
51 John St. Harriston - 16 Apartments											
51 John St Window Replacement		115,000									115,000
51 John Corridor Improvements		90,000									90,000
51 John Elevator modernization								15,000	220,000		235,000
51 John Site Improvements										20,000	20,000

County of Wellington
2024-2033 Housing Capital Details

Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Total 51 John St. Harriston - 16 Apartments		205,000						15,000	220,000	20,000	460,000
450 Albert St. Mt. Forest - 31 Apartments											
450 Albert Elevator Modernization		10,000	165,000								175,000
450 Albert Recirc Line Replacement	165,000										165,000
450 Albert Window Replacement									285,000		285,000
Total 450 Albert St. Mt. Forest - 31 Apartments	165,000	10,000	165,000						285,000		625,000
235 Egremont St. Mt. Forest -11 Apartments											
235 Egremont Roof Replacement						55,000					55,000
Total 235 Egremont St. Mt. Forest -11 Apartments						55,000					55,000
212 Whites Rd. Palmerston -32 Apartments											
212 Whites Lghtng/Clng/Rcrc Replace	150,000										150,000
212 Whites Roofing Repl				620,000							620,000
212 Whites Solar Panels				205,000							205,000
212 Whites Windows, Doors and Siding Replacement	20,000	225,000									245,000
212 Whites Elevator Modernization		10,000	165,000								175,000
Total 212 Whites Rd. Palmerston -32 Apartments	170,000	235,000	165,000	825,000							1,395,000
Derby St. Palmerston - 12 Apartments											
360 Derby Windows Doors and Siding Replacement	20,000	110,000									130,000
360 Derby Metal Roof Install								35,000	505,000		540,000
Derby/Prospect Furnace Replacements										105,000	105,000
Total Derby St. Palmerston - 12 Apartments	20,000	110,000						35,000	505,000	105,000	775,000
Social Housing Various Locations											
Housing Building Retrofit	190,000	285,000	330,000	380,000	275,000	900,000	590,000	425,000	335,000	220,000	3,930,000
Various Kitchen Replacements	385,000	425,000	470,000	515,000	565,000	620,000	680,000	750,000	825,000	910,000	6,145,000
Various Bathroom Replacements	180,000	190,000	205,000	300,000	320,000	335,000	350,000	370,000	395,000	415,000	3,060,000
Accessible unit Renovations/Upgrades	785,000		150,000	80,000	170,000	85,000	95,000				1,365,000
Various Install WasteContainer	315,000										315,000
Various Unit Door/Fob Replace	1,850,000										1,850,000
Total Social Housing Various Locations	3,705,000	900,000	1,155,000	1,275,000	1,330,000	1,940,000	1,715,000	1,545,000	1,555,000	1,545,000	16,665,000
Total County Owned Units	13,780,000	5,150,000	4,375,000	4,835,000	4,970,000	4,995,000	4,910,000	4,290,000	4,905,000	4,920,000	57,130,000



Programme Overview

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Description

Under the Affordable Housing Programme the County provides the following services in both Guelph and Wellington:

- New Rental Housing – administer capital incentives to multi-residential owners to build and operate new rental housing for moderate income households available at affordable market rents

This budget specifically reflects operating costs and revenues associated with County-owned affordable housing projects including:

- Fergusson Place, a 55-unit rental housing facility in Fergus
- Webster Place, a 55-unit rental housing facility in Fergus
- 182 George Street, a 10-unit rental housing facility in the village of Arthur
- 250 Daly Street, an 11-unit rental housing facility located in Palmerston
- An annual contribution to the Housing Development Reserve Fund

2024 Budget Highlights

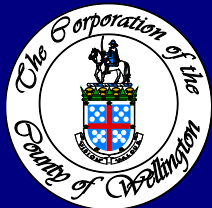
Operating Budget:

- Budgeted rent collections from our Affordable Housing units are increasing by \$8,500.
- The transfer to the Housing Development Reserve is increased by \$200,000 to provide adequate funding for the creation of new affordable housing units in accordance with 10-year plan projections

Capital Budget:

- Facility improvements for County owned affordable housing total \$1.7 million over the ten-years and are funded through the Housing Capital Reserve and a portion of the National Housing Co-Investment Funding Grant.

Staff Complement (Full time equivalents)		
	2023	2024
Affordable Housing	1.3	1.3
Total	1.3	1.3
Current employee count: 2		



Performance Measures

Programme/Service:	Affordable Housing
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

Under the Housing Services Act, 2011 the County is responsible for developing, approving and overseeing the implementation of a 10-year strategy called the Housing and Homelessness Plan (HHP). The goals and objectives of this strategy help prioritize the community's response to housing and homelessness issues in our community at the Service Manager level. It also provides guidance on priorities for how the County of Wellington and Wellington Housing Corporation develop and maintain the County owned housing portfolio. The HHP is responsible for seeing the Affordable and Social Housing Programme goals and objectives:

- Help low-income households close the gap between their incomes and housing expenses. **(Tackling a major community opportunity – housing)**
- Offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions. **(Making the best decisions for the betterment of the community)**
- Increase the supply and mix of affordable housing options for low to moderate income households. **(Tackling a Major Community Opportunity – Housing; Making the best decisions for the betterment of the community)**
- Promote client-centred, coordinated access to the housing and homelessness system. **(Doing what the County does best - providing critical daily services for your residents)**
- Support the sustainability of the existing social and affordable housing stock. **(Tackling a major community opportunity – housing)**
- Foster access to culturally appropriate housing and homelessness services for Indigenous peoples. **(Doing what the County does best - providing critical daily services for your residents)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Number of affordable households that receive rent supports per year.	35	30*	35*	29*
Number of new County of Wellington and Wellington Housing Corporation affordable housing units added to the portfolio per year.	0	0	0	0
Number of households in County of Wellington and Wellington Housing Corporation affordable housing units per year.*	135**	135**	135**	135**

(* = indicates that the numbers identified in this category are also included in the "Number of Households in Affordable Housing per year" under the Social Housing Performance Measures section of this Budget)

(** = indicates that the numbers identified in this category are also included in the "Number of Households that receive rent supports per year" under the Social Housing Performance Measures section of this Budget)



County Of Wellington

2024 Operating Budget

Programme/Service: Affordable Housing
 Department: Social Services
 Governance: Social Services Committee

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Revenue							
Grants and Subsidies	\$176,105	\$176,100	\$175,200	\$175,200	\$174,000	(\$1,200)	(0.7%)
Licenses, Permits and Rents	\$1,309,805	\$1,261,500	\$1,220,974	\$1,321,500	\$1,330,000	\$8,500	0.6%
	\$24,468	\$22,000	\$23,371	\$23,000	\$23,000	\$ -	-
User Fees and Charges	\$425,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$1,935,378	\$1,459,600	\$1,419,545	\$1,519,700	\$1,527,000	\$7,300	0.5%
Expenditure							
Salaries, Wages and Benefits	\$99,684	\$104,300	\$114,581	\$120,000	\$123,400	\$3,400	2.8%
Supplies, Material and Equipment	\$103,386	\$65,300	\$116,860	\$84,800	\$118,700	\$33,900	40.0%
Purchased Services	\$712,400	\$622,500	\$739,032	\$709,900	\$779,300	\$69,400	9.8%
Insurance and Financial	\$31,641	\$31,500	\$49,144	\$36,200	\$58,500	\$22,300	61.6%
Internal Charges	\$96,100	\$96,100	\$103,900	\$103,900	\$118,900	\$15,000	14.4%
Total Expenditure	\$1,043,211	\$919,700	\$1,123,517	\$1,054,800	\$1,198,800	\$144,000	13.7%
Net Operating Cost / (Revenue)	(\$892,167)	(\$539,900)	(\$296,028)	(\$464,900)	(\$328,200)	\$136,700	(29.4%)
Debt and Transfers							
Debt Charges	\$175,676	\$176,100	\$170,721	\$175,200	\$174,000	(\$1,200)	(0.7%)
Transfers to Reserve	\$1,916,484	\$1,563,800	\$1,250,000	\$1,489,700	\$1,554,900	\$65,200	4.4%
Total Debt and Transfers	\$2,092,160	\$1,739,900	\$1,420,721	\$1,664,900	\$1,728,900	\$64,000	3.8%
NET COST / (REVENUE)	\$1,199,993	\$1,200,000	\$1,124,693	\$1,200,000	\$1,400,700	\$200,700	16.7%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Affordable Housing

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	175,200	174,000	172,500	170,600	168,400	170,800	167,700	164,300			
Licenses, Permits and Rents	1,321,500	1,330,000	1,356,600	1,383,800	1,411,500	1,439,700	1,468,500	1,497,800	1,527,800	1,558,300	1,589,600
User Fees & Charges	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Total Revenue	1,519,700	1,527,000	1,552,100	1,577,400	1,602,900	1,633,500	1,659,200	1,685,100	1,550,800	1,581,300	1,612,600
EXPENDITURES											
Salaries, Wages and Benefits	120,000	123,400	128,600	134,000	137,800	142,200	146,400	151,000	155,400	160,400	165,800
Supplies, Material & Equipment	84,800	118,700	120,400	123,900	127,400	130,900	134,600	138,400	142,400	146,400	150,500
Purchased Services	709,900	779,300	777,000	800,300	824,100	910,400	905,600	899,600	926,500	954,300	982,400
Insurance & Financial	36,200	58,500	67,100	76,800	88,000	101,300	116,300	133,500	153,200	176,100	201,900
Internal Charges	103,900	118,900	122,400	126,000	129,800	133,700	137,800	141,900	146,100	150,400	154,900
Total Expenditures	1,054,800	1,198,800	1,215,500	1,261,000	1,307,100	1,418,500	1,440,700	1,464,400	1,523,600	1,587,600	1,655,500
Net Operating Cost / (Revenue)	(464,900)	(328,200)	(336,600)	(316,400)	(295,800)	(215,000)	(218,500)	(220,700)	(27,200)	6,300	42,900
yr/yr % change		(29.4%)	2.6%	(6.0%)	(6.5%)	(27.3%)	1.6%	1.0%	(87.7%)	(123.2%)	581.0%
DEBT AND TRANSFERS											
Debt Charges	175,200	174,000	172,500	170,600	168,400	170,700	167,600	164,200			
Transfer to Reserves	1,489,700	1,554,900	1,568,200	1,554,600	1,540,300	1,495,300	1,476,800	1,483,200	1,459,900	1,443,600	1,429,600
Total Debt and Transfers	1,664,900	1,728,900	1,740,700	1,725,200	1,708,700	1,666,000	1,644,400	1,647,400	1,459,900	1,443,600	1,429,600
TAX LEVY REQUIREMENT	1,200,000	1,400,700	1,404,100	1,408,800	1,412,900	1,451,000	1,425,900	1,426,700	1,432,700	1,449,900	1,472,500
yr/yr % change		16.7%	0.2%	0.3%	0.3%	2.7%	(1.7%)	0.1%	0.4%	1.2%	1.6%



County of Wellington
10 Year Capital Budget
Affordable Housing

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Social Services											
165 - 169 Security Upgrades	580,000										580,000
182 George Roof Replacement								250,000			250,000
182 George Window and Door Replacement										145,000	145,000
Affordable Housing Retrofits	45,000	75,000	95,000	50,000	55,000	100,000	60,000	65,000	75,000	90,000	710,000
Gordon St Waste Container Installation	60,000										60,000
Provision for New County Afd Housing Units		6,000,000	6,000,000			6,000,000			6,000,000		24,000,000
Total	685,000	6,075,000	6,095,000	50,000	55,000	6,100,000	60,000	315,000	6,075,000	235,000	25,745,000
Sources of Financing											
Subsidies		2,000,000	2,000,000			2,000,000			2,000,000		8,000,000
Reserves	45,000	4,075,000	4,095,000	50,000	55,000	4,100,000	60,000	315,000	4,075,000	235,000	17,105,000
Total Financing	45,000	6,075,000	6,095,000	50,000	55,000	6,100,000	60,000	315,000	6,075,000	235,000	25,105,000



Programme Overview

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Social Services Committee

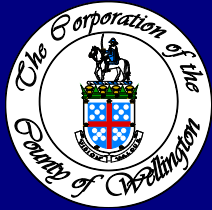
Programme Description

- Ontario Works provides temporary financial assistance to residents in need while they are assisted in becoming employed and achieving self-reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in the regulations to those applicants who meet mandatory eligibility requirements. Goal setting conversations and the completion of common assessment tools are used to develop action plans with recipients. Support and community referrals are provided to assist recipients in accessing counseling, life skills workshops, educational programmes, and Employment Ontario services.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include file audits, eligibility review investigations, pursuit of benefit reimbursements, overpayment recovery and administration of client appeal processes.
- Emergency Assistance and discretionary health benefits provide eligible, low income individuals with assistance to meet urgent financial and medical needs.
- Social Services Help Centre: Assists residents in accessing Social Services information and programmes and provides referrals to support services in the community. Free access is provided to computers, online resources, photocopying, public telephones.
- Immigrant Settlement Services: Assists newcomers in our community in gaining access to the economic, social, health, cultural, educational, and recreational services that they require.
- Grant funding provides local agencies and collaborative groups resources to address important social issues such as domestic violence, substance misuse, elder abuse and poverty reduction.
- As Consolidated Municipal Service Manager, the County delivers these services in a specific geographic area which includes both the County of Wellington and the City of Guelph. The net municipal cost is apportioned to the County and City based on the residence of the recipient.

2024 Budget Highlights

- The grants and subsidies line is decreasing by approximately \$504,000 in 2024. This budget adjustment reflects a reduction of \$1.1 million in provincial funding connected to the Employment Services Transformation, offset by a projected 3% increase in OW benefits costs.
- The Salaries, Wages and Benefits line reflects a decrease of \$760,000 as a result of restructuring related to the loss of \$1.1 million in provincial funding (reduction of 8.5 FTE).
- The ten-year capital plan includes facility improvements at the administration office located at 129 Wyndham Street in Guelph, and St. Andrews Street in Fergus. The ten-year total capital budget is \$1.46 million. The County's portion of \$464,000 is funded from the Property Reserve.

Staff Complement (Full time equivalents)	2023	2024
Ontario Works	69.5	57.5
Total	69.5	57.5
Current Employee Count: 68		



Performance Measures

Programme/Service:	Ontario Works
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

The Ontario Works Division strives to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners and in accordance with provincial legislation and directives governing the Ontario Works programme. The Ontario Works annual Service Plan outlines how the following goals and objectives of the Ontario Works programme are to be achieved:

- Recognize individual client responsibility and promote self-reliance through participation in life stabilization and referrals to employment activities. **(Doing what the County does best – providing critical daily services for your residents)**
- Provide financial assistance to those most in need while they meet participation obligations of the Ontario Works programme. **(Doing what the County does best – providing critical daily services for your residents)**
- Effectively serve low-income people that need assistance. **(Doing what the County does best - providing critical daily services for your residents)**
- Ensure accountability in service delivery to provincial and local taxpayers. **(Doing what the County does best - providing critical daily services for your residents)**

The Ontario Works Division also delivers settlement services to newcomer immigrants to Wellington County. Through an agreement with the Department of Immigration, Refugees and Citizenship Canada, the County has the following goals and objectives pertaining to this work:

- To meet the settlement and integration needs of newcomers, including those in smaller and more rural communities. **(Making the best decisions for the betterment of the community)**
- To facilitate the connection of newcomers to the communities they live in. **(Doing what the County does best - providing critical daily services for your residents)**
- To enhance the capacity of local employers to hire and retain newcomers. **(Cherishing the County's most valued asset - its Staff)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Ontario Works adults with participation requirements that have an Action Plan	100%	N/A	N/A	N/A
Ontario Works adults with participation requirements that are referred to Employment Ontario	30%	N/A	N/A	N/A
Ontario Works cases that exit to employment	14%	N/A	N/A	N/A
Cases that exit Ontario Works do not return to the programme within one year	19%	N/A	N/A	N/A
Number of new settlement* clients assisted with a settlement and referral plan	150	146	150	203
Number of settlement* group sessions	70	67	42	61
Number of employers participating in the County's newcomer/immigrant recruitment programme	30	43	13	22

*Note: Settlement Services is a programme funded through Immigration, Refugees and Citizenship Canada (IRCC). The mandate of this programme is to assist newcomers to Canada access community services and adjust to life in their new community.

The Province of Ontario is changing the performance outcome targets in 2024. These new outcomes are reflected in the above chart. The chart below provides information for achievement of 2023 outcomes that will not be used moving forward.

	Actual 2023	Actual 2022	Actual 2021
Percentage of the Ontario Works Caseload with Employment Income	10.02%	9.98%	8.48%
Percentage of Cases Terminating that are exiting to Employment	20.5%	20.57%	20.94%
Percentage of the Overall Ontario Works Caseload Exiting to Employment (monthly)	1.36%	1.27%	1.22%



County Of Wellington

2024 Operating Budget

Programme/Service: Ontario Works
 Department: Social Services
 Governance: Social Services Committee

			2023			\$ Change	% Change
	2022	2022	Preliminary	2023	2024	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Grants and Subsidies	\$22,147,450	\$24,032,900	\$21,673,514	\$23,498,400	\$22,994,100	(\$504,300)	(2.1%)
Municipal Recoveries	\$2,784,566	\$3,195,800	\$2,807,820	\$3,391,200	\$3,525,100	\$133,900	3.9%
Other Revenue	\$109	\$ -	\$1,779	\$ -	\$ -	\$ -	-
Internal Recoveries	\$56,350	\$83,000	\$53,210	\$51,400	\$62,300	\$10,900	21.2%
Total Revenue	\$24,988,475	\$27,311,700	\$24,535,554	\$26,941,000	\$26,581,500	(\$359,500)	(1.3%)
Expenditure							
Salaries, Wages and Benefits	\$6,517,497	\$6,850,100	\$6,569,524	\$7,076,400	\$6,317,500	(\$758,900)	(10.7%)
Supplies, Material and Equipment	\$145,389	\$164,800	\$177,060	\$205,100	\$167,300	(\$37,800)	(18.4%)
Purchased Services	\$374,393	\$463,400	\$506,423	\$499,900	\$446,600	(\$53,300)	(10.7%)
Social Assistance	\$17,573,642	\$19,553,800	\$18,705,457	\$18,979,800	\$19,320,700	\$340,900	1.8%
Transfer Payments	\$428,001	\$478,400	\$316,311	\$367,300	\$325,000	(\$42,300)	(11.5%)
Insurance and Financial	\$101,494	\$109,300	\$117,582	\$120,200	\$111,000	(\$9,200)	(7.7%)
Minor Capital Expenses	\$8,949	\$10,000	\$ -	\$ -	\$5,000	\$5,000	-
Internal Charges	\$1,303,602	\$1,331,300	\$1,234,576	\$1,336,400	\$1,501,800	\$165,400	12.4%
Total Expenditure	\$26,452,967	\$28,961,100	\$27,626,933	\$28,585,100	\$28,194,900	(\$390,200)	(1.4%)
Net Operating Cost / (Revenue)	\$1,464,492	\$1,649,400	\$3,090,610	\$1,644,100	\$1,613,400	(\$30,700)	(1.9%)
Debt and Transfers							
Transfer from Reserve	(\$230,000)	(\$280,000)	(\$115,000)	(\$165,000)	(\$90,800)	\$74,200	(45.0%)
Transfer to Reserve	\$ -	\$ -	\$ -	\$ -	\$20,000	\$20,000	-
Total Debt and Transfers	(\$230,000)	(\$280,000)	(\$115,000)	(\$165,000)	(\$70,800)	\$94,200	(57.1%)
NET COST / (REVENUE)	\$1,234,492	\$1,369,400	\$2,975,610	\$1,479,100	\$1,542,600	\$63,500	4.3%



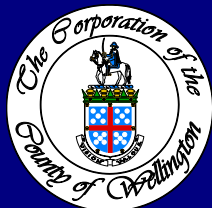
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Ontario Works

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	23,498,400	22,994,100	23,555,900	24,139,900	24,737,000	25,380,300	26,050,800	26,742,900	27,455,800	28,193,000	28,908,200
Municipal Recoveries	3,391,200	3,525,100	3,834,600	4,062,000	4,313,600	4,493,500	4,715,700	4,992,100	5,224,400	5,447,800	5,684,700
Internal Recoveries	51,400	62,300	58,900	55,200	53,800	53,200	49,100	49,200	49,900	49,300	49,000
Total Revenue	26,941,000	26,581,500	27,449,400	28,257,100	29,104,400	29,927,000	30,815,600	31,784,200	32,730,100	33,690,100	34,641,900
EXPENDITURES											
Salaries, Wages and Benefits	7,076,400	6,317,500	6,652,100	6,886,400	7,113,900	7,337,400	7,550,400	7,796,400	8,036,500	8,284,200	8,539,000
Supplies, Material & Equipment	205,100	167,300	193,300	197,200	201,600	205,500	209,500	213,700	217,600	221,700	225,900
Purchased Services	499,900	446,600	420,700	433,200	442,500	445,400	456,400	472,500	485,800	499,900	514,500
Social Assistance	18,979,800	19,320,700	19,884,100	20,465,200	21,062,300	21,711,900	22,381,100	23,068,800	23,777,100	24,494,500	25,189,300
Transfer Payments	367,300	325,000	238,900	243,900	248,900	253,900	258,900	264,300	269,900	275,500	281,100
Insurance & Financial	120,200	111,000	120,100	129,900	134,700	139,400	154,100	159,000	164,600	178,000	184,100
Minor Capital Expenses		5,000		15,000	18,000				38,000		
Internal Charges	1,336,400	1,501,800	1,561,800	1,584,100	1,663,200	1,676,800	1,723,200	1,818,200	1,828,000	1,892,500	1,936,900
Total Expenditures	28,585,100	28,194,900	29,071,000	29,954,900	30,885,100	31,770,300	32,733,600	33,792,900	34,817,500	35,846,300	36,870,800
Net Operating Cost / (Revenue)	1,644,100	1,613,400	1,621,600	1,697,800	1,780,700	1,843,300	1,918,000	2,008,700	2,087,400	2,156,200	2,228,900
yr/yr % change		(1.9%)	0.5%	4.7%	4.9%	3.5%	4.1%	4.7%	3.9%	3.3%	3.4%
DEBT AND TRANSFERS											
Transfer from Reserves	(165,000)	(90,800)		(15,000)	(18,000)				(38,000)		
Transfer to Reserves		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Debt and Transfers	(165,000)	(70,800)	20,000	5,000	2,000	20,000	20,000	20,000	(18,000)	20,000	20,000
TAX LEVY REQUIREMENT											
	1,479,100	1,542,600	1,641,600	1,702,800	1,782,700	1,863,300	1,938,000	2,028,700	2,069,400	2,176,200	2,248,900
yr/yr % change		4.3%	6.4%	3.7%	4.7%	4.5%	4.0%	4.7%	2.0%	5.2%	3.3%



County of Wellington
10 Year Capital Budget
Ontario Works

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Social Services											
129 Wyndham Renovations	500,000										500,000
129 Wyndham: Building Retrofits									430,000		430,000
129 Wyndham: Roofing								300,000			300,000
129 Wyndham: Security				60,000							60,000
Fergus OW: Roof Replacement		100,000									100,000
Fergus OW: Rooftop Air Conditioners								70,000			70,000
Total	500,000	100,000		60,000				370,000	430,000		1,460,000
Sources of Financing											
Recoveries	375,000			47,000				234,000	340,000		996,000
Reserves	125,000	100,000		13,000				136,000	90,000		464,000
Total Financing	500,000	100,000		60,000				370,000	430,000		1,460,000



Programme Overview

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Social Services Committee

Programme Description

- **Children's Early Years Management:** Planning and management of the child care and early years family supports system for the service delivery area. Provision of Canada-Wide Early Learning and Child Care System (CWELCC) general operating grants, fee subsidies, special needs resourcing, capacity building, EarlyON Programmes, wage enhancement/home child care enhancement grants, and community grants.
- **Child Care Subsidies:** Provides financial assistance to eligible families to pay for child care fees in licensed child care, authorized recreation and skill building programmes, and school board operated programmes who have a Purchase of Service Agreement with the County of Wellington.
- **General Operating Grants:** Provides financial assistance for the operation of licensed child care programmes including staff wages and benefits, occupancy costs and professional development for operators with a Purchase of Service Agreement with the County of Wellington.
- **Special Needs Resources:** Provides enhanced support services which supports the inclusion of children with special needs in licensed child care settings, including home child care, camps and children's recreation programmes, at no additional cost to parents or guardians. Supports may include resource consultation, supplemental staffing, connections to specialized supports, professional development opportunities to support staff.
- **Capacity Building:** Provides an Early Years Professional Resource Centre that plans and facilitates ongoing professional learning, side-by-side mentoring, and a variety of resources to increase quality levels.
- The County of Wellington operates four licensed child care centres (one in Guelph and three in Wellington County) which offer 194 spaces in total. The County also operates a licensed home child care agency that provides access throughout Guelph and Wellington County. Home-based child care offers families increased availability, accessibility and choice of licensed child care options for their families.

2024 Budget Highlights

- The funding allocation for 2024 reflects a significant increase in federal funding related to the Canada Wide Early Learning and Child Care Funding Agreement (CWELCC) requiring no municipal cost share. A \$1.042 million one-time transitional grant was removed from the budget, directly impacting the tax levy.
- Capital includes a project for an EarlyON grant for Centre Wellington (\$160,000), and funding for generators at three directly operated child care centres (\$485,000).

Staff Complement (Full time equivalents)	2023	2024
Child Care Services	34.3	36.2
Child Care Centres	63.2	63.2
Total	97.5	99.4
Current employee count: 145		



Performance Measures

Programme/Service:	Children's Early Years Division
Department:	Social Services
Governance:	Social Services Committee

Programme Goals and Objectives

The County of Wellington Children's Early Years Division (CEYD) is the designated Consolidated Municipal Service Manager responsible for planning and managing the child care and early years (EarlyON) services for the Wellington service delivery area. As the service system manager, CEYD is required under the *Child Care and Early Years Act, 2014*, to establish a local child care and early years service plan that addresses the matters of provincial interest in addition to local child care and early years service system interests. The following are goals and objectives of the CEYD:

- Implement a consistent and continuous quality assessment and improvement strategy across the child care and early years system. **(Making the best decisions for the betterment of the community)**
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals. **(Cherishing the County's most valued asset - its Staff)**
- Increase access to and participation in professional development and recruitment strategies that enhance the workforce's knowledge and competencies on topics of current focus, relevance and interest within the sector including diversity, inclusive practices and cultural competence. **(Cherishing the County's most valued asset - its Staff)**
- Stabilize current child care and EarlyON service levels during the pandemic. **(Doing what the County does best - providing critical daily services for your residents)**
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution. **(Making the best decisions for the betterment of the community)**
- Improve child care and early years service system information, awareness, communication and service navigation resources to enable parents to make informed decisions about and facilitate access to available services. **(Doing what the County does best - providing critical daily services for your residents)**
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services. **(Making the best decisions for the betterment of the community)**
- Improve awareness and facilitate parents' access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy. **(Doing what the County does best - providing critical daily services for your residents)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actuals 2023	Actuals 2022	Actuals 2021
# of active contracted home child care providers	42	34	27	30
# of participants accessing EarlyON Centre programmes	7,000	5,854	3,370	2,047
# educators participating in professional learning	700	564	348	365
# of spaces available for child care fee subsidies	5,200	4,938	4,857	4,752
# of children in receipt of child care fee subsidies	900	812	976	914



County Of Wellington

2024 Operating Budget

Programme/Service: Children's Early Years Division

Department: Social Services

Governance: Social Services Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$30,365,966	\$23,693,900	\$37,213,117	\$45,360,500	\$49,570,500	\$4,210,000	9.3%
Municipal Recoveries	\$2,940,328	\$3,025,200	\$3,828,921	\$3,462,400	\$4,895,800	\$1,433,400	41.4%
Licenses, Permits and Rents	\$17,650	\$ -	\$16,292	\$16,300	\$16,300	\$ -	-
User Fees and Charges	\$1,210,209	\$1,261,000	\$855,326	\$635,300	\$856,000	\$220,700	34.7%
Other Revenue	\$61,347	\$ -	\$29,469	\$ -	\$55,000	\$55,000	-
Internal Recoveries	\$674,203	\$330,700	\$1,256,320	\$881,500	\$1,237,400	\$355,900	40.4%
Total Revenue	\$35,269,703	\$28,310,800	\$43,199,445	\$50,356,000	\$56,631,000	\$6,275,000	12.5%
Expenditure							
Salaries, Wages and Benefits	\$8,083,577	\$8,615,500	\$8,816,239	\$9,285,700	\$9,951,300	\$665,600	7.2%
Supplies, Material and Equipment	\$406,764	\$561,500	\$397,368	\$597,300	\$582,900	(\$14,400)	(2.4%)
Purchased Services	\$791,746	\$799,100	\$1,058,806	\$874,200	\$1,000,000	\$125,800	14.4%
Social Assistance	\$25,714,336	\$18,695,500	\$35,448,817	\$39,530,900	\$44,343,600	\$4,812,700	12.2%
Insurance and Financial	\$154,853	\$149,100	\$178,561	\$183,200	\$206,700	\$23,500	12.8%
Minor Capital Expenses	\$7,276	\$12,500	\$492,925	\$ -	\$41,500	\$41,500	-
Internal Charges	\$1,657,104	\$1,315,600	\$2,239,068	\$1,956,900	\$2,603,800	\$646,900	33.1%
Total Expenditure	\$36,815,656	\$30,148,800	\$48,631,784	\$52,428,200	\$58,729,800	\$6,301,600	12.0%
Net Operating Cost / (Revenue)	\$1,545,953	\$1,838,000	\$5,432,339	\$2,072,200	\$2,098,800	\$26,600	1.3%
Debt and Transfers							
Transfer from Reserve	\$ -	(\$60,600)	\$ -	\$ -	\$ -	\$ -	-
Total Debt and Transfers	\$ -	(\$60,600)	\$ -	\$ -	\$ -	\$ -	-
NET COST / (REVENUE)	\$1,545,953	\$1,777,400	\$5,432,339	\$2,072,200	\$2,098,800	\$26,600	1.3%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Children's Early Years Division

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	45,360,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500	49,570,500
Municipal Recoveries	3,462,400	4,895,800	5,184,100	5,448,700	5,676,300	5,873,900	6,125,200	6,350,200	6,574,700	6,830,100	7,096,600
Licenses, Permits and Rents	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300	16,300
User Fees & Charges	635,300	856,000	882,100	908,800	936,100	963,900	992,300	1,021,200	1,050,700	1,050,700	1,050,700
Other Revenue		55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Internal Recoveries	881,500	1,237,400	1,263,500	1,290,200	1,317,500	1,345,300	1,373,700	1,402,600	1,432,100	1,432,100	1,432,100
Total Revenue	50,356,000	56,631,000	56,971,500	57,289,500	57,571,700	57,824,900	58,133,000	58,415,800	58,699,300	58,954,700	59,221,200
EXPENDITURES											
Salaries, Wages and Benefits	9,285,700	9,951,300	10,486,800	10,871,600	11,225,200	11,579,000	11,939,300	12,310,200	12,694,000	13,089,100	13,492,800
Supplies, Material & Equipment	597,300	582,900	573,300	591,500	610,000	629,000	648,200	668,100	688,500	708,300	728,500
Purchased Services	874,200	1,000,000	1,017,600	1,045,600	1,074,200	1,103,300	1,133,300	1,164,300	1,195,900	1,227,300	1,260,100
Social Assistance	39,530,900	44,343,600	44,271,300	44,199,600	44,135,300	44,077,700	44,019,000	43,960,900	43,900,900	43,868,200	43,835,500
Insurance & Financial	183,200	206,700	223,800	240,500	249,200	258,200	295,300	292,200	302,600	326,100	337,500
Minor Capital Expenses		41,500		63,000	92,000	39,700	40,500				
Internal Charges	1,956,900	2,603,800	2,672,600	2,743,100	2,805,400	2,874,100	2,948,400	3,087,900	3,137,300	3,154,300	3,204,700
Total Expenditures	52,428,200	58,729,800	59,245,400	59,754,900	60,191,300	60,561,000	61,024,000	61,483,600	61,919,200	62,373,300	62,859,100
Net Operating Cost / (Revenue)	2,072,200	2,098,800	2,273,900	2,465,400	2,619,600	2,736,100	2,891,000	3,067,800	3,219,900	3,418,600	3,637,900
yr/yr % change		1.3%	8.3%	8.4%	6.3%	4.4%	5.7%	6.1%	5.0%	6.2%	6.4%
DEBT AND TRANSFERS											
Total Debt and Transfers											
TAX LEVY REQUIREMENT	2,072,200	2,098,800	2,273,900	2,465,400	2,619,600	2,736,100	2,891,000	3,067,800	3,219,900	3,418,600	3,637,900
yr/yr % change		1.3%	8.3%	8.4%	6.3%	4.4%	5.7%	6.1%	5.0%	6.2%	6.4%



County of Wellington
10 Year Capital Budget
Children's Early Years Division

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Social Services											
133 Wyndham: Building Retrofits									110,000		110,000
Billing and Waitlist Software	50,000										50,000
Centre Wellington Child Care Grant	160,000										160,000
Mount Forest: Air Conditioning							370,000				370,000
Mount Forest: Flooring						80,000					80,000
Mount Forest: Generator	165,000										165,000
Mount Forest: Parking Lot								115,000			115,000
Wellington Place: Generator	170,000										170,000
Willowdale: Generator	150,000										150,000
Total	695,000					80,000	370,000	115,000	110,000		1,370,000
Sources of Financing											
Recoveries	188,000								74,500		262,500
Reserves	507,000					80,000	370,000	115,000	35,500		1,107,500
Total Financing	695,000					80,000	370,000	115,000	110,000		1,370,000



Programme Overview

Programme/Service:	Wellington Terrace
Department:	Long-Term Care Homes
Governance:	Information, Heritage and Seniors Committee

Programme Description

Wellington Terrace is a 176 bed long-term care home located between Fergus and Elora, and is operated under the standards of care defined by the provincial Ministry of Health and Long Term Care.

Our Mission Statement reads “Together our team is committed to providing compassionate care, honouring the unique needs of each resident.”

2024 Budget Highlights

Operating Budget

- Grants and subsidies are increasing by \$1.9 million. This increase comes as a result of a continuation of a funding commitment from the province to increase direct hours of care (\$817,000), the inclusion of the PSW Wage Enhancement (\$563,000) and an increase in the level of care funding (\$382,000).
- Increases in salaries and wages include the following new positions: 2.6 Personal Support Worker (PSW) staff for Apple Valley, a Scheduling & Administration Clerk, increased hours for both the Environmental Services Worker and Cook positions. In addition to new positions, the budget includes PSW Wage Enhancement costs and adjustments to backfill and part time benefit assumptions.

Capital Budget

- Staff continue to plan for lifecycle replacements and repairs on building components and equipment. Projects for replacements total \$4.5 million over the ten years and are funding from the Wellington Terrace Capital reserve.

Staff Complement (Full time equivalents)	2023	2024
Wellington Terrace Administration	7.5	7.5
Housekeeping	20.2	20.2
Laundry	3.0	3.5
Maintenance	3.4	3.4
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	6.0	6.8
Nursing Direct Care	125.9	133.4
Nutrition	34.1	35.2
COVID-19 Related	4.1	0
Total	215.9	221.7
Current employee count: 354		



Performance Measures

Programme/Service:	Wellington Terrace
Department:	Long-Term Care Homes
Governance:	Information, Heritage and Seniors Committee

Programme Goals and Objectives

Wellington Terrace's mission is to provide compassionate care, honouring the unique needs of each individual. The following are included in the goals and objectives of Wellington Terrace's Quality Improvement Programme (QIP).

- Support residents with a cognitive impairment by providing care in a safe, caring and dignified manner. Our philosophy of care is that all behaviour has meaning. As such, staff strive to anticipate residents' needs and respond to them in a caring and compassionate way, preserving dignity for all residents.
(Doing what the County does best - providing critical daily services for your residents)
- Support residents through the end of life journey with a focus on building a relationship with the resident and family in order to provide them the emotional support through the palliative experience.
(Doing what the County does best - providing critical daily services for your residents)
- A core component of the quality programme includes monitoring groups for falls prevention, skin and wound care, continence care, palliative care, infection control and responsive behaviours. Registered Nurses provide leadership and mentorship to the interdisciplinary team in setting goals, implementing best practices and making recommendations for staff education.
(Doing what the County does best - providing critical daily services for your residents)
- Monitor data reported through the Canadian Institute for Health Information (CIHI) to benchmark performance and set quality improvement targets.
(Making the best decisions for the betterment of the community)
- Ensure improvement is an ongoing process by using an interdisciplinary approach where teams build on the work from the previous year by reviewing outcomes, trialing potential solutions, and collaborating across the home to ensure staff embrace the change ideas.
(Making the best decisions for the betterment of the community)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	95%	96%	95%	100%
Percentage of residents responding, "Excellent or Good" to: My satisfaction of how well staff listen to me."	95%	93%	N/A	N/A



County Of Wellington

2024 Operating Budget

Programme/Service: Wellington Terrace

Department: Long-Term Care Homes

Governance: Information, Heritage and Seniors Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants and Subsidies	\$14,970,241	\$11,334,800	\$13,879,097	\$12,209,900	\$14,130,500	\$1,920,600	15.7%
User Fees and Charges	\$4,242,084	\$4,817,800	\$4,723,425	\$4,769,000	\$4,758,800	(\$10,200)	(0.2%)
Sales Revenue	\$53,019	\$69,400	\$62,502	\$58,100	\$61,400	\$3,300	5.7%
Other Revenue	\$93,363	\$25,000	\$100,884	\$25,000	\$35,000	\$10,000	40.0%
Total Revenue	\$19,358,707	\$16,247,000	\$18,765,908	\$17,062,000	\$18,985,700	\$1,923,700	11.3%
Expenditure							
Salaries, Wages and Benefits	\$20,824,023	\$18,970,500	\$21,710,682	\$20,576,400	\$22,949,500	\$2,373,100	11.5%
Supplies, Material and Equipment	\$1,770,648	\$1,582,900	\$1,742,191	\$1,645,400	\$1,821,700	\$176,300	10.7%
Purchased Services	\$1,472,895	\$1,307,200	\$1,459,624	\$1,514,300	\$1,479,800	(\$34,500)	(2.3%)
Insurance and Financial	\$399,405	\$364,900	\$468,233	\$408,800	\$479,500	\$70,700	17.3%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal Charges	\$999,126	\$995,500	\$997,638	\$1,087,000	\$1,232,000	\$145,000	13.3%
Total Expenditure	\$25,466,097	\$23,221,000	\$26,378,368	\$25,231,900	\$27,962,500	\$2,730,600	10.8%
Net Operating Cost / (Revenue)	\$6,107,390	\$6,974,000	\$7,612,460	\$8,169,900	\$8,976,800	\$806,900	9.9%
Debt and Transfers							
Debt Charges	\$1,814,877	\$1,849,700	\$1,739,353	\$1,849,700	\$1,849,700	\$ -	-
Transfer from Reserve	(\$28,075)	(\$246,200)	\$ -	(\$494,200)	\$ -	\$494,200	(100.0%)
Transfers to Reserve	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$ -	-
Total Debt and Transfers	\$2,036,802	\$1,853,500	\$1,989,353	\$1,605,500	\$2,099,700	\$494,200	30.8%
NET COST / (REVENUE)	\$8,144,192	\$8,827,500	\$9,601,813	\$9,775,400	\$11,076,500	\$1,301,100	13.3%



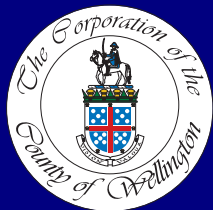
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Long-Term Care Homes

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	12,209,900	14,130,500	14,136,600	13,490,100	13,543,500	13,596,600	13,649,400	13,702,000	13,754,400	13,806,400	13,858,200
User Fees & Charges	4,769,000	4,758,800	4,853,200	4,949,500	5,047,700	5,147,900	5,250,000	5,354,200	5,460,500	5,569,000	5,679,500
Sales Revenue	58,100	61,400	64,700	70,000	75,600	81,600	87,700	94,200	101,300	108,800	116,700
Other Revenue	25,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Total Revenue	17,062,000	18,985,700	19,089,500	18,544,600	18,701,800	18,861,100	19,022,100	19,185,400	19,351,200	19,519,200	19,689,400
EXPENDITURES											
Salaries, Wages and Benefits	20,576,400	22,949,500	24,035,900	24,770,900	25,528,600	26,303,000	27,101,600	27,927,000	28,779,700	29,662,600	30,572,700
Supplies, Material & Equipment	1,645,400	1,821,700	1,788,800	1,845,500	1,954,000	1,957,800	2,020,200	2,144,900	2,143,900	2,212,500	2,356,200
Purchased Services	1,514,300	1,479,800	1,514,400	1,558,600	1,604,000	1,650,700	1,698,600	1,748,100	1,799,100	1,851,200	1,906,500
Insurance & Financial	408,800	479,500	525,500	576,100	599,200	623,900	702,000	729,400	759,000	833,400	867,400
Internal Charges	1,087,000	1,232,000	1,268,500	1,306,100	1,344,800	1,384,700	1,425,800	1,468,100	1,511,700	1,556,600	1,602,800
Total Expenditures	25,231,900	27,962,500	29,133,100	30,057,200	31,030,600	31,920,100	32,948,200	34,017,500	34,993,400	36,116,300	37,305,600
Net Operating Cost / (Revenue)	8,169,900	8,976,800	10,043,600	11,512,600	12,328,800	13,059,000	13,926,100	14,832,100	15,642,200	16,597,100	17,616,200
yr/yr % change		9.9%	11.9%	14.6%	7.1%	5.9%	6.6%	6.5%	5.5%	6.1%	6.1%
DEBT AND TRANSFERS											
Debt Charges	1,849,700	1,849,700	1,713,000								
Transfer from Reserves	(494,200)										
Transfer to Reserves	250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	350,000	350,000	350,000
Total Debt and Transfers	1,605,500	2,099,700	1,963,000	300,000	300,000	300,000	300,000	300,000	350,000	350,000	350,000
TAX LEVY REQUIREMENT											
	9,775,400	11,076,500	12,006,600	11,812,600	12,628,800	13,359,000	14,226,100	15,132,100	15,992,200	16,947,100	17,966,200
yr/yr % change		13.3%	8.4%	(1.6%)	6.9%	5.8%	6.5%	6.4%	5.7%	6.0%	6.0%



County of Wellington
10 Year Capital Budget
Long-Term Care Homes

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Long-Term Care Homes											
Equipment and Technology											
Nursing Equip Replacements	100,000	110,000	110,000	110,000	120,000	120,000	120,000	130,000	130,000	130,000	1,180,000
Nutritional Services Equipment	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Resident Van Replacement				85,000							85,000
Tablet Replacements		35,000				40,000					75,000
Terrace Network				120,000							120,000
Wireless Phone Replacements						130,000					130,000
Total Equipment and Technology	150,000	195,000	160,000	365,000	170,000	340,000	170,000	180,000	180,000	180,000	2,090,000
Facility Improvements											
Courtyard Door Replacement							50,000				50,000
Garbage Compactor Replacement							60,000				60,000
Roof Waterproofing			210,000								210,000
Steam Wells (2) Replacement	25,000										25,000
Terrace AC Replacement		820,000									820,000
Terrace Outdoor Garden Refresh	100,000										100,000
Terrace Parking Lot					620,000						620,000
Terrace Staff Space Refresh	40,000										40,000
WT Building Retrofits	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Total Facility Improvements	215,000	870,000	260,000	50,000	670,000	50,000	160,000	50,000	50,000	50,000	2,425,000
Total Long-Term Care Homes	365,000	1,065,000	420,000	415,000	840,000	390,000	330,000	230,000	230,000	230,000	4,515,000
Total	365,000	1,065,000	420,000	415,000	840,000	390,000	330,000	230,000	230,000	230,000	4,515,000
Sources of Financing											
Reserves	365,000	1,065,000	420,000	415,000	840,000	390,000	330,000	230,000	230,000	230,000	4,515,000
Total Financing	365,000	1,065,000	420,000	415,000	840,000	390,000	330,000	230,000	230,000	230,000	4,515,000



Programme Overview

Programme/Service:	County Library System
Department:	Library Services
Governance:	Wellington County Library Board

Programme Description

The Mission Statement of the Wellington County Library is to enhance the knowledge, skills, enterprise, and enjoyment of the people of Wellington County through the provision of high quality library services. Roles include:

- Popular Materials Library – featuring high demand, current, high interest materials in a variety of formats for persons of all ages.
- Reference Library – providing timely, accurate, and useful information for community residents.
- Preschoolers' Door to Learning – encouraging young children to develop an interest in reading and learning through services to children and for adults and children together.
- Independent Learning Centre – supporting all individuals of all ages in pursuing a sustained programme of learning, independent of any educational provider.

The Wellington County Library System is comprised of 14 branches: Aboyne, Arthur, Clifford, Drayton, Elora, Erin, Fergus, Harriston, Hillsburgh, Marden, Mount Forest, Palmerston, Puslinch, and Rockwood. The library courier delivers materials to all of the branches, so that all County residents have equal access to the entire collection.

2024 Budget Highlights

Operating Budget:

- A full year of the Information Services Librarian added in late 2023 to increase community outreach and promotion of library programmes and services
- Increased building maintenance costs related to air quality improvements made during the pandemic

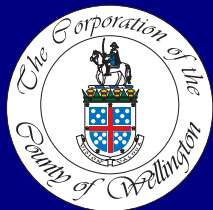
Capital Branch Improvements:

- The remaining \$7.3 million of a \$12.9 million budget is included for the construction of a new Erin Branch (2023-2024).
- Lifecycle replacement for building components at various branches total \$5.2 million and are scheduled throughout the forecast.

Capital Programme Enhancements:

- The Courier Van is scheduled for replacement in 2030. The budget accounts for an electric vehicle purchase reflecting preliminary Corporate Climate Change initiatives.
- The Library Master Plan in 2025 intends to review all aspects of library services and make recommendations for future improvements.
- Provisions for future technology advancements and furnishing replacements are included throughout the forecast.

Staff Complement (Full time equivalents)		
	2023	2024
Library Administration	8.3	9.1
Library Branch Staff	52.5	52.5
Total	60.8	61.6
Current employee count: 114		



Performance Measures

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

Programme Goals and Objectives

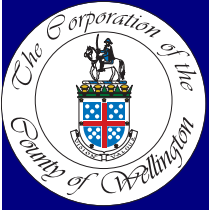
The following goals and objectives have been adapted from Wellington County's Library Collection Policy, Technology Guidelines and Branch Manual:

- To provide a collection of books and other materials that is responsive to the needs and interests of the community. **(Doing what the County does best - providing critical daily services for your residents)**
- To ensure that people can access the information they need.
(Doing what the County does best - providing critical daily services for your residents)
- To provide the highest level of service to our community by providing access to new and emerging technology.
(Doing what the County does best - providing critical daily services for your residents)
- To focus on using technology to improve library service making it easier and more convenient for patrons to engage with their public library.
(Doing what the County does best - providing critical daily services for your residents)
- To deliver programming that enhances education and promotes lifelong learning as well as building community.
(Making the best decisions for the betterment of the community)
- To use library space as community hubs promoting social interaction and recreational opportunities.
(Making the best decisions for the betterment of the community)
- To maintain a motivated, skilled and technically expert staff able to provide the public with the highest level of service. **(Cherishing the County's most valued asset - its Staff)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
Number of materials circulated	960,000	950,000	848,589	725,562
Library website traffic including database, catalogue, and calendar usage	Not yet available	Not yet available	698,440	598,046
Number of programmes offered	2,800	2,800	2,168	1,291
Number of people attending programmes	40,000	38,500	40,791	33,635



County Of Wellington

2024 Operating Budget

Programme/Service: County Library System

Department: Library Services

Governance: Wellington County Library Board

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$141,275	\$148,500	\$141,275	\$141,500	\$141,500	\$ -	-
Municipal Recoveries	\$34,320	\$30,000	\$31,680	\$30,000	\$32,000	\$2,000	6.7%
Licenses, Permits and Rents	\$36,492	\$50,000	\$46,727	\$47,500	\$49,500	\$2,000	4.2%
User Fees & Charges	\$16,000	\$23,400	\$23,655	\$17,900	\$23,800	\$5,900	33.0%
Sales Revenue	\$7,444	\$8,100	\$10,684	\$8,100	\$10,100	\$2,000	24.7%
Other Revenue	\$5,253	\$ -	\$268,678	\$ -	\$ -	\$ -	-
Total Revenue	\$240,784	\$260,000	\$522,699	\$245,000	\$256,900	\$11,900	4.9%
Expenditure							
Salaries, Wages and Benefits	\$4,929,517	\$4,947,000	\$5,301,611	\$5,313,100	\$5,681,700	\$368,600	6.9%
Supplies, Material & Equipment	\$1,022,443	\$975,000	\$1,030,785	\$958,600	\$1,025,600	\$67,000	7.0%
Purchased Services	\$1,257,514	\$1,208,100	\$1,344,049	\$1,248,300	\$1,369,300	\$121,000	9.7%
Insurance & Financial	\$122,660	\$116,900	\$160,055	\$134,600	\$155,900	\$21,300	15.8%
Minor Capital Expenses	\$ -	\$ -	\$5,801	\$43,500	\$ -	(\$43,500)	(100.0%)
Internal Charges	\$26,087	\$3,000	\$38,268	\$25,700	\$25,700	\$ -	-
Total Expenditure	\$7,358,221	\$7,250,000	\$7,880,569	\$7,723,800	\$8,258,200	\$534,400	6.9%
Net Operating Cost / (Revenue)	\$7,117,437	\$6,990,000	\$7,357,870	\$7,478,800	\$8,001,300	\$522,500	7.0%
Debt and Transfers							
Debt Charges	\$504,478	\$506,600	\$368,226	\$371,800	\$231,000	(\$140,800)	(37.9%)
Transfer from Reserve	(\$128,000)	(\$128,000)	\$ -	(\$195,500)	\$ -	\$195,500	(100.0%)
Transfer to Capital	\$120,000	\$120,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$360,000	\$360,000	\$697,640	\$440,000	\$440,000	\$ -	-
Total Debt and Transfers	\$856,478	\$858,600	\$1,065,866	\$616,300	\$671,000	\$54,700	8.9%
NET COST / (REVENUE)	\$7,973,915	\$7,848,600	\$8,423,736	\$8,095,100	\$8,672,300	\$577,200	7.1%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Library Services

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500	141,500
Municipal Recoveries	30,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Licenses, Permits and Rents	47,500	49,500	49,500	49,900	50,300	50,700	51,100	51,500	51,900	52,300	52,700
User Fees & Charges	17,900	23,800	23,800	24,100	24,400	24,700	25,000	25,300	25,600	25,900	26,200
Sales Revenue	8,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100
Total Revenue	245,000	256,900	256,900	257,600	258,300	259,000	259,700	260,400	261,100	261,800	262,500
EXPENDITURES											
Salaries, Wages and Benefits	5,313,100	5,681,700	6,088,100	6,358,800	6,576,400	6,787,600	7,001,600	7,225,500	7,455,700	7,691,100	7,937,100
Supplies, Material & Equipment	958,600	1,025,600	1,051,900	1,081,200	1,111,400	1,142,400	1,174,300	1,207,200	1,240,800	1,275,500	1,311,100
Purchased Services	1,248,300	1,369,300	1,509,800	1,559,700	1,610,900	1,660,300	1,713,700	1,764,800	1,817,200	1,870,700	1,925,600
Insurance & Financial	134,600	155,900	168,300	181,900	191,100	200,000	241,900	229,700	241,000	260,600	272,700
Minor Capital Expenses	43,500										
Internal Charges	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700
Total Expenditures	7,723,800	8,258,200	8,843,800	9,207,300	9,515,500	9,816,000	10,157,200	10,452,900	10,780,400	11,123,600	11,472,200
Net Operating Cost / (Revenue)	7,478,800	8,001,300	8,586,900	8,949,700	9,257,200	9,557,000	9,897,500	10,192,500	10,519,300	10,861,800	11,209,700
yr/yr % change		7.0%	7.3%	4.2%	3.4%	3.2%	3.6%	3.0%	3.2%	3.3%	3.2%
DEBT AND TRANSFERS											
Debt Charges	371,800	231,000	316,000	504,400	503,600	504,500	272,800	272,800	272,800	272,800	272,800
Transfer from Reserves	(195,500)		(85,000)	(272,800)	(272,800)	(272,800)	(272,800)	(272,800)	(272,800)	(272,800)	(272,800)
Transfer to Reserves	440,000	440,000	730,000	730,000	730,000	730,000	730,000	730,000	730,000	730,000	730,000
Total Debt and Transfers	616,300	671,000	961,000	961,600	960,800	961,700	730,000	730,000	730,000	730,000	730,000
TAX LEVY REQUIREMENT	8,095,100	8,672,300	9,547,900	9,911,300	10,218,000	10,518,700	10,627,500	10,922,500	11,249,300	11,591,800	11,939,700
yr/yr % change		7.1%	10.1%	3.8%	3.1%	2.9%	1.0%	2.8%	3.0%	3.0%	3.0%



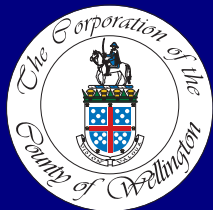
County of Wellington
10 Year Capital Budget
Library Services

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Library Services											
Programming											
Branch Improvements FFE	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Catalogue Software Replacement		35,000				40,000					75,000
Collection Enhancement		55,000					55,000				110,000
Future Technology Advancements		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	315,000
Library Courier Electric Van							105,000				105,000
Library Master Plan		50,000									50,000
Total Programming	30,000	205,000	65,000	65,000	65,000	105,000	225,000	65,000	65,000	65,000	955,000
Facilities											
Aboyne Branch: Interior Upgrades							65,000				65,000
Aboyne Branch: Roof Replacement								220,000			220,000
Arthur Branch: Common Area Floor Finishes						50,000					50,000
Arthur Branch: Elevator Modernization					140,000						140,000
Arthur Branch: Exterior Doors								30,000			30,000
Arthur Branch: Exterior Wall										100,000	100,000
Arthur Branch: HVAC Replacements						110,000					110,000
Arthur Branch: Parking Lot						50,000					50,000
Arthur Branch: Roofing Rehabilitation										155,000	155,000
Arthur Branch: Security Systems		30,000									30,000
Clifford Branch: AC Replacement			80,000								80,000
Clifford Branch: Common Area Floor Finishes			30,000								30,000
Clifford Branch: Domestic Water Distribution								27,000			27,000
Clifford Branch: Roof Replace		80,000									80,000
Clifford Branch: Site Lighting								30,000			30,000
Drayton Branch: Flooring						50,000					50,000
Drayton Branch: HVAC Replacements						50,000					50,000
Drayton Branch: Parking Lot						110,000					110,000
Drayton Branch: Site Lighting						20,000					20,000
Elora Branch: Elevator Modernization	250,000										250,000
Elora Branch: Fire Alarm Systems						40,000					40,000
Elora Branch: Packaged Air Conditioner Unit							35,000				35,000
Elora Branch: Roofing Rehabilitation						30,000					30,000
Erin Branch: New Construction	7,340,000										7,340,000
Fergus Branch: Flooring						120,000					120,000



County of Wellington
10 Year Capital Budget
Library Services

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Harriston Branch: Common Area Wall Finish				30,000							30,000
Harriston Branch: Common Areas Floor Finish									30,000		30,000
Harriston Branch: Elevator Rehabilitation									235,000		235,000
Harriston Branch: Exterior Rehabilitation									150,000		150,000
Harriston Branch: HVAC Rehabilitation									210,000		210,000
Harriston Branch: Plumbing Upgrades							60,000				60,000
Harriston Branch: Rain Water Drainage							40,000				40,000
Harriston Branch: Roofing Rehabilitation									45,000		45,000
Harriston Branch: Telephone System & Fire Alarm									95,000		95,000
Library Building Retrofits	125,000	120,000	100,000	110,000	100,000	125,000	180,000	160,000	100,000	125,000	1,245,000
MF Branch: Elevator Modernization							350,000				350,000
MF Branch: Exterior Rehab							50,000				50,000
MF Branch: HVAC Upgrades							40,000				40,000
Marden Branch: Bathroom Refurbishment									25,000		25,000
Marden Branch: Packaged Air Conditioner Unit				35,000							35,000
Marden Branch: Parking Lot Rehabilitation									165,000		165,000
Palmerston Branch: Air Conditioning							75,000				75,000
Palmerston Branch: Domestic Water Distribution							55,000				55,000
Palmerston Branch: Interior Upgrades							70,000				70,000
Puslinch Branch: Air Conditioning							110,000				110,000
Puslinch Branch: Domestic Water Distribution							35,000				35,000
Puslinch Branch: Flooring Replacements								50,000			50,000
Puslinch Branch: Parking Lot	30,000										30,000
Puslinch Branch: Water Heater							45,000				45,000
Total Facilities	7,745,000	230,000	210,000	175,000	240,000	755,000	1,210,000	517,000	1,055,000	380,000	12,517,000
Total Library Services	7,775,000	435,000	275,000	240,000	305,000	860,000	1,435,000	582,000	1,120,000	445,000	13,472,000
Total	7,775,000	435,000	275,000	240,000	305,000	860,000	1,435,000	582,000	1,120,000	445,000	13,472,000
Sources of Financing											
Reserves	4,375,000	356,000	275,000	240,000	305,000	860,000	1,390,000	582,000	1,120,000	445,000	9,948,000
Development Charges		79,000					45,000				124,000
Growth Related Debenture	3,400,000										3,400,000
Total Financing	7,775,000	435,000	275,000	240,000	305,000	860,000	1,435,000	582,000	1,120,000	445,000	13,472,000



Programme Overview

Programme/Service:	Museum and Archives at Wellington Place
Department:	Wellington County Museum and Archives
Governance:	Information, Heritage and Seniors Committee

Programme Description

- The mission of the Wellington County Museum and Archives (WCMA) is to serve as a cultural centre providing resources, programmes, exhibits, support and services for the historical, educational and artistic interests of the communities of Wellington County.
- The WCMA is a National Historic Site, housed in the oldest surviving rural House of Industry and Refuge in Canada, and is mandated to preserve and interpret this national treasure.
- The WCMA collects, preserves, researches, interprets and exhibits artifacts and records that document the settlement and development of the County of Wellington.
- The WCMA offers year round programming including curriculum-based school programmes, workshops and lectures, festivals and special events, and outreach. Special cultural partnerships bring other events like the Insights Juried Art Show to the WCMA.
- The County Archives is the designated repository for the historical records of the County of Wellington and its member municipalities. The Archives provides primary and secondary research materials for a variety of users including students, teachers, genealogists, historical society members, the press and the general public.
- WCMA rents its facilities for weddings, corporate meetings, celebrations of life, and more.
- Wellington Place incorporates the land and infrastructure surrounding the Museum and Archives comprising 195 acres for which the Wellington Place Administrator is responsible for managing.

2024 Budget Highlights

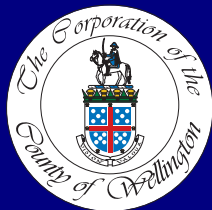
Operating Budget

- Includes a one-time allocation for the Dinosaur Exhibit in 2024
- The addition of two summer students to assist with activities, events and programming at the Museum.

Capital Budget

- Projects to advance the Wellington Place Mini Master Plan include the rehabilitation on the Museum Building and improvements to the grounds to improve visitor experience and provide a place for people to meet, learn and reflect (\$4.9 million over 2024-2029)
- Project to improve Wi-Fi connectivity on Museum Property
- Construction of Samuel Honey Drive to connect Charles Allen Way and Frederick Campbell Street (2028)
- Building, equipment and site improvements continue throughout the forecast.

Staff Complement (Full time equivalents)		
	2023	2024
Museum and Archives	18.2	18.8
Current employee count: 24		



Performance Measures

Programme/Service:	Museum and Archives at Wellington Place
Department:	Wellington County Museum and Archives
Governance:	Information, Heritage and Seniors Committee

Programme Goals and Objectives

Goal 1: Being accessible and inclusive to the residents and tourists of Wellington County. **Objectives:** Optimize hours of operation, online presence, and partnerships with libraries.

(Doing what the County does best - providing critical daily services for your residents)

Goal 2: Telling the stories of our past (Wellington County and Poor House history). **Objectives:** Revamping the Poor House interpretation, providing an immersive experience. Developing opportunities for the public to learn about our and their history. **(Doing what the County does best - providing critical daily services for your residents)**

Goal 3: Engaging the public with a focus on captivating storytelling and interpretation. We amplify and showcase our local stories. **Objectives:** Providing storytelling to where people are (across Wellington County, online) and tailored to the audience. Proactive collection of local stories from the public.

(Doing what the County does best - providing critical daily services for your residents)

Goal 4: Providing a dynamic and compelling site and offerings. **Objectives:** New events are reflective of our strategic directions and key signature experiences are created. Staff are informed and empowered to provide customer service excellence. **(Making the best decisions for the betterment of the community)**

Goal 5: Public awareness of WCMA services. **Objectives:** Effective communication of our events, programmes and exhibits. **(Doing what the County does best - providing critical daily services for your residents)**

Goal 6: What we do suits the needs of our visitors. **Objectives:** Collecting data and developing policies to provide guidance, governance and to assess our value.

(Doing what the County does best - providing critical daily services for your residents)

Goal 7: To provide a safe, accessible and fun site for the public. **Objective:** Not only showcasing, but providing spaces for engagement in our beautiful County-owned grounds. Creating new assets that respectfully and naturally fit with the entire historic Wellington Place campus.

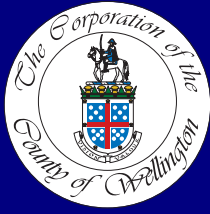
(Doing what the County does best - providing critical daily services for your residents)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actuals 2023	Actuals 2022	Actuals 2021
# of attendees	30,000	34,348	37,854*	8,767
# of interactive pieces in exhibits	20	18	3	1
# of speaking engagements to businesses	6	7	6	5
# of consultations with key audiences to guide new exhibits	7	6	5	N/A
# of public events for targeted audiences	8	7	7	6
# of new promotion initiatives	2	3	3	2
% of patrons likely to return and recommend (customer satisfaction score)	97%	97%	97%	97%
# of capital improvements to historic site	5	6	5	4

*Note: Includes significant attendance to one-time Dinosaur Exhibit - 13,000



County Of Wellington

2024 Operating Budget

Programme/Service: Museum and Archives at Wellington Place
Department: Wellington County Museum and Archives
Governance: Information, Heritage and Senior's Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$51,064	\$51,100	\$ -	\$51,100	\$51,100	\$ -	-
Licenses, Permits and Rents	\$30,509	\$52,100	\$35,489	\$52,100	\$52,100	\$ -	-
User Fees & Charges	\$116,971	\$80,100	\$94,425	\$80,500	\$105,400	\$24,900	30.9%
Sales Revenue	\$24,137	\$10,200	\$12,268	\$15,300	\$15,400	\$100	0.7%
Other Revenue	\$10,551	\$ -	\$10,947	\$ -	\$ -	\$ -	-
Total Revenue	\$233,232	\$193,500	\$153,129	\$199,000	\$224,000	\$25,000	12.6%
Expenditure							
Salaries, Wages and Benefits	\$1,552,813	\$1,586,600	\$1,566,451	\$1,720,600	\$1,808,400	\$87,800	5.1%
Supplies, Material & Equipment	\$159,597	\$168,400	\$161,483	\$174,000	\$185,800	\$11,800	6.8%
Purchased Services	\$461,329	\$457,100	\$430,361	\$459,300	\$519,000	\$59,700	13.0%
Transfer Payments	\$5,425	\$ -	\$6,000	\$ -	\$ -	\$ -	-
Insurance & Financial	\$52,446	\$57,500	\$65,533	\$64,600	\$71,800	\$7,200	11.1%
Minor Capital Expenses	\$ -	\$ -	\$4,350	\$ -	\$ -	\$ -	-
Internal Charges	\$14,626	\$10,000	\$12,806	\$10,000	\$10,000	\$ -	-
Total Expenditure	\$2,246,236	\$2,279,600	\$2,246,984	\$2,428,500	\$2,595,000	\$166,500	6.9%
Net Operating Cost / (Revenue)	\$2,013,004	\$2,086,100	\$2,093,855	\$2,229,500	\$2,371,000	\$141,500	6.3%
Debt and Transfers							
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$475,786	\$427,000	\$400,000	\$427,000	\$650,000	\$223,000	52.2%
Total Debt and Transfers	\$475,786	\$427,000	\$400,000	\$427,000	\$650,000	\$223,000	52.2%
NET COST / (REVENUE)	\$2,488,790	\$2,513,100	\$2,493,855	\$2,656,500	\$3,021,000	\$364,500	13.7%



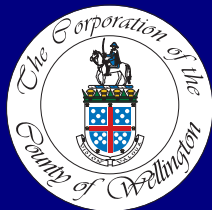
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Museum & Archives at WP

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Licenses, Permits and Rents	52,100	52,100	52,100	53,700	55,300	57,000	58,700	60,500	62,300	64,200	66,100
User Fees & Charges	80,500	105,400	105,400	107,400	109,400	111,500	113,700	115,900	118,100	120,400	122,800
Sales Revenue	15,300	15,400	15,600	16,000	16,400	16,800	17,200	17,600	18,000	18,400	18,800
Total Revenue	199,000	224,000	224,200	228,200	232,200	236,400	240,700	245,100	249,500	254,100	258,800
EXPENDITURES											
Salaries, Wages and Benefits	1,720,600	1,808,400	1,904,400	1,989,700	2,072,900	2,150,300	2,222,000	2,296,300	2,373,600	2,453,300	2,534,200
Supplies, Material & Equipment	174,000	185,800	173,800	178,900	184,100	189,300	194,600	200,000	205,500	211,200	216,900
Purchased Services	459,300	519,000	485,200	503,300	522,100	539,600	558,800	577,100	595,400	614,100	632,900
Insurance & Financial	64,600	71,800	77,300	83,300	87,900	92,800	101,700	105,900	111,700	120,100	126,700
Internal Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Expenditures	2,428,500	2,595,000	2,650,700	2,765,200	2,877,000	2,982,000	3,087,100	3,189,300	3,296,200	3,408,700	3,520,700
Net Operating Cost / (Revenue)	2,229,500	2,371,000	2,426,500	2,537,000	2,644,800	2,745,600	2,846,400	2,944,200	3,046,700	3,154,600	3,261,900
yr/yr % change		6.3%	2.3%	4.6%	4.2%	3.8%	3.7%	3.4%	3.5%	3.5%	3.4%
DEBT AND TRANSFERS											
Transfer to Reserves	427,000	650,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Total Debt and Transfers	427,000	650,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
TAX LEVY REQUIREMENT	2,656,500	3,021,000	3,176,500	3,287,000	3,394,800	3,495,600	3,596,400	3,694,200	3,796,700	3,904,600	4,011,900
yr/yr % change		13.7%	5.1%	3.5%	3.3%	3.0%	2.9%	2.7%	2.8%	2.8%	2.7%



County of Wellington
10 Year Capital Budget
Museum & Archives at WP

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Museum & Archives at WP											
Facilities											
Aboyne Hall Flooring Replacement		30,000									30,000
Aboyne Hall Kitchen						65,000					65,000
Archives Reading Room Flooring		30,000									30,000
Archives Roof Replacement								204,000			204,000
Exhibit Hall Flooring Replacement		30,000									30,000
Fire Alarm Panel					85,000						85,000
Main Elec Panel Replacement					40,000						40,000
Museum Air Conditioning				210,000							210,000
Museum Property WiFi	50,000										50,000
Replace Boilers			65,000					120,000			185,000
Replace Humidification Units							35,000				35,000
WP - Museum Building Renovations			1,705,000								1,705,000
WP - Museum Exterior Entrance	15,000										15,000
Total Facilities	65,000	90,000	1,770,000	210,000	125,000	65,000	35,000	324,000			2,684,000
Wellington Place											
Front Mount Lawn Mower				40,000							40,000
Museum Tractor	90,000										90,000
Samuel Honey Drive Construction					2,000,000						2,000,000
WP - Commons Recreation Area						850,000					850,000
WP - East Park Lot/Vehicle Access	125,000										125,000
WP - Museum Trail	30,000										30,000
WP - Pavilion	600,000										600,000
WP - Storage Building, Bicycle/Water Station		1,600,000									1,600,000
Total Wellington Place	845,000	1,600,000		40,000	2,000,000	850,000					5,335,000
Total Museum & Archives at WP	910,000	1,690,000	1,770,000	250,000	2,125,000	915,000	35,000	324,000			8,019,000
Total	910,000	1,690,000	1,770,000	250,000	2,125,000	915,000	35,000	324,000			8,019,000
Sources of Financing											
Reserves	910,000	1,690,000	1,770,000	250,000	2,125,000	915,000	35,000	324,000			8,019,000
Total Financing	910,000	1,690,000	1,770,000	250,000	2,125,000	915,000	35,000	324,000			8,019,000



Programme Overview

Programme/Service:	Planning and Land Division
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- This budget covers the operation of the Planning Department (development services and policy division), the Land Division Committee, County Weed Inspectors and Tree Conservation Officers, as well as mapping/GIS projects, trail development and County Forest Management.
- The budget also includes funding for the Rural Water Quality Programme in partnership with the Grand River Conservation Authority; and the funding of the Wellington Source Water Protection Programme which includes the Risk Management Officer employed by the Township of Centre Wellington.
- The Climate Change and Sustainability Division also falls within the Planning Department. This was developed as a result of Council's support of Future Focused - a Climate Change Mitigation Plan for the County of Wellington.

2024 Budget Highlights

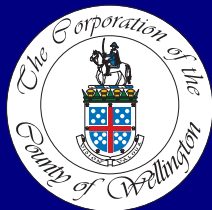
Operating Budget:

- User fees and charges have been increased by \$48,100 to reflect 2024 rates
- The addition of a co-op student to assist in planning activities during the year
- The budget includes an increase towards the Source Water Protection programme (\$80,000), to account for the annualization of the Source Water Protection Coordinator added in 2023, additional funding to the Waterloo Wellington Children's Groundwater Festival, as well as additional monitoring and analysis projects in 2024.

Capital Budget:

- Continued investment in updates to the Official Plan to ensure conformity with provincial policy
- An Economic Development Area Study (2024) to identify areas for future employment development and other uses in Puslinch
- Corporate Climate Change related capital initiatives total \$2.0 million and are included in 2024-2027 of the forecast.

Staff Complement (Full time equivalents)	2023	2024
Planning and Development	14.0	14.3
Land Division Committee	2.0	2.0
Climate Change	2.5	2.0
Weed Inspection / Tree Cutting	1.0	1.2
Total	19.5	19.5
Current employee count: 20		



Performance Overview

Programme/Service:	Planning and Land Division
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Goals and Objectives

The Wellington County Official Plan identifies the following concepts as fundamental beliefs:

- **Sustainable Development** that meets the need of the present without compromising the ability of future generations to meet their own need. **(Making the best decisions for the betterment of the community)**
- **Land Stewardship** recognizes that preserving natural features and protecting the environment is a shared value between government, community groups and land owners. County Council believes that all landowners are entitled to reasonable use and enjoyment of their land but they are also stewards of the land with responsibility to the community for the long term environmental health of their land. **(Making the best decisions for the betterment of the community)**
- **Healthy Communities** are those which foster physical, mental, social and economic well being, provide residents with a sense of control over decisions which affect them, are designed to reduce the stress of daily living and meet the life-long needs of its residents and makes accessible employment, social, health, educational and recreational opportunities to all segments of the community. **(Doing what the County does best - providing critical daily services for your residents)**

The County of Wellington Climate Change Mitigation Plan strives to integrate climate change into our decision-making by developing actions and policy to lead the community in the reduction of greenhouse gas emissions through the following goals and objectives:

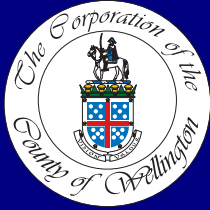
- **Communicate** - develop a common understanding of climate change and climate change action to improve our collective climate literacy. **(Making the best decisions for the betterment of the community)**
- **Connect-leverage** and expand interconnections across all levels of the community and corporation to build social infrastructure and support climate change action. **(Making the best decisions for the betterment of the community)**
- **Build** - create policy, tools and programmes to support and amplify climate change action **(Making the best decisions for the betterment of the community)**
- **Act** - implement actions to support climate change prevention and preparedness by and for community members and the corporation. **(Doing what the County does best - providing critical daily services for your residents)**
- **Assess and Evaluate** - develop and report on metrics to measure the County's progress on reducing greenhouse gas emission and lowering climate change risk. Utilize measurements to iterate and inform climate actions. **(Making the best decisions for the betterment of the community)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
Percent of new residential units from building permits in settlement areas	85%	85%	88%	86%
Percent of agriculturally designated land retained since year 2000*	99.60%	99.60%	99.60%	99.60%
Number of new residential units from building permits	750	640	853	814
Corporate greenhouse gas emission % reduction yr/yr	1.00%	1.00%	-18.60%	7.80%
Community greenhouse gas emissions % reduction yr/yr	1.00%	1.00%	-1.20%	-0.60%

*Note: Agricultural land is taken from the Wellington County Official Plan and includes Prime Agricultural Area, Secondary Agricultural Area and Greenland Areas.



County Of Wellington

2024 Operating Budget

Programme/Service: Planning and Land Division
 Department: Planning
 Governance: Planning and Land Division Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$51,516	\$405,000	\$ -	\$ -	\$ -	\$ -	-
Municipal Recoveries	\$453,816	\$290,000	\$400,125	\$418,700	\$441,100	\$22,400	5.3%
User Fees & Charges	\$1,243,216	\$957,000	\$1,236,587	\$1,200,600	\$1,248,700	\$48,100	4.0%
Other Revenue	\$452	\$ -	\$126	\$ -	\$ -	\$ -	-
Internal Recoveries	\$9,243	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	\$1,758,243	\$1,652,000	\$1,636,838	\$1,619,300	\$1,689,800	\$70,500	4.4%
Expenditure							
Salaries, Wages and Benefits	\$2,260,123	\$2,317,000	\$2,482,786	\$2,655,500	\$2,842,000	\$186,500	7.0%
Supplies, Material & Equipment	\$48,505	\$54,500	\$30,330	\$43,000	\$46,200	\$3,200	7.4%
Purchased Services	\$221,799	\$918,900	\$172,002	\$392,800	\$418,900	\$26,100	6.6%
Transfer Payments	\$610,883	\$725,000	\$486,005	\$785,000	\$865,000	\$80,000	10.2%
Insurance & Financial	\$41,779	\$40,000	\$47,751	\$47,300	\$51,800	\$4,500	9.5%
Internal Charges	\$4,811	\$6,600	\$6,663	\$6,600	\$6,600	\$ -	-
Total Expenditure	\$3,187,900	\$4,062,000	\$3,225,537	\$3,930,200	\$4,230,500	\$300,300	7.6%
Net Operating Cost / (Revenue)	\$1,429,657	\$2,410,000	\$1,588,699	\$2,310,900	\$2,540,700	\$229,800	9.9%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	(\$20,000)	\$ -	\$20,000	(100.0%)
Transfer to Capital	\$23,000	\$23,000	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$308,027	\$ -	\$10,000	\$10,000	\$10,000	\$ -	-
Total Debt and Transfers	\$331,027	\$23,000	\$10,000	(\$10,000)	\$10,000	\$20,000	(200.0%)
NET COST / (REVENUE)	\$1,760,684	\$2,433,000	\$1,598,699	\$2,300,900	\$2,550,700	\$249,800	10.9%



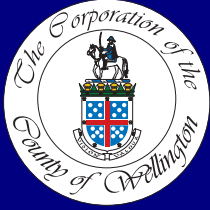
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Planning

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Municipal Recoveries	418,700	441,100	450,800	460,500	470,200	479,900	489,600	499,300	509,000	518,700	528,400
User Fees & Charges	1,200,600	1,248,700	1,286,500	1,324,300	1,362,100	1,402,300	1,444,500	1,486,700	1,528,900	1,573,100	1,618,300
Total Revenue	1,619,300	1,689,800	1,737,300	1,784,800	1,832,300	1,882,200	1,934,100	1,986,000	2,037,900	2,091,800	2,146,700
EXPENDITURES											
Salaries, Wages and Benefits	2,655,500	2,842,000	2,995,700	3,107,600	3,214,300	3,318,000	3,423,600	3,533,200	3,644,700	3,760,300	3,876,700
Supplies, Material & Equipment	43,000	46,200	46,800	47,800	48,800	49,800	50,800	51,800	52,800	54,000	55,200
Purchased Services	392,800	418,900	402,200	413,700	425,700	437,700	450,200	463,200	476,400	490,200	504,200
Transfer Payments	785,000	865,000	878,500	892,000	906,000	920,500	935,500	950,500	966,000	981,500	997,500
Insurance & Financial	47,300	51,800	56,200	60,800	62,700	64,800	71,500	73,600	76,100	82,100	84,900
Internal Charges	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Total Expenditures	3,930,200	4,230,500	4,386,000	4,528,500	4,664,100	4,797,400	4,938,200	5,078,900	5,222,600	5,374,700	5,525,100
Net Operating Cost / (Revenue)	2,310,900	2,540,700	2,648,700	2,743,700	2,831,800	2,915,200	3,004,100	3,092,900	3,184,700	3,282,900	3,378,400
yr/yr % change		9.9%	4.3%	3.6%	3.2%	2.9%	3.0%	3.0%	3.0%	3.1%	2.9%
DEBT AND TRANSFERS											
Transfer from Reserves	(20,000)										
Transfer to Reserves	10,000	10,000	10,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Debt and Transfers	(10,000)	10,000	10,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TAX LEVY REQUIREMENT	2,300,900	2,550,700	2,658,700	2,753,700	2,861,800	2,945,200	3,034,100	3,122,900	3,214,700	3,312,900	3,408,400
yr/yr % change		10.9%	4.2%	3.6%	3.9%	2.9%	3.0%	2.9%	2.9%	3.1%	2.9%



County of Wellington
10 Year Capital Budget
Planning

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Planning											
Planning and Trails											
Economic Development Area Study	350,000										350,000
Official Plan Rev/Update		250,000									250,000
Total Planning and Trails	350,000	250,000									600,000
Climate Change Initiatives											
Adaptation Plan	130,000	100,000									230,000
Corporate EV Infrastructure		500,000	500,000	500,000							1,500,000
Green Energy Mapping				100,000							100,000
Home Energy Retrofit Programme	100,000										100,000
ICI Energy Retrofit Programme			100,000								100,000
Total Climate Change Initiatives	230,000	600,000	600,000	600,000							2,030,000
Total Planning	580,000	850,000	600,000	600,000							2,630,000
Total	580,000	850,000	600,000	600,000							2,630,000
Sources of Financing											
Recoveries	100,000										100,000
Subsidies	80,000										80,000
Reserves	230,000	650,000	600,000	600,000							2,080,000
Development Charges	170,000	200,000									370,000
Total Financing	580,000	850,000	600,000	600,000							2,630,000



Programme Overview

Programme/Service:	Green Legacy
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- The mission of the Green Legacy programme is to inspire and enable the Wellington County community to grow and plant trees to improve our environment for future generations.
- The Green Legacy is a dynamic programme that includes the growing of trees and community involvement in the process. The programme was established in 2004 and by the spring of 2022, over three million trees will have been distributed and planted within the County.
- Trees produced are distributed to Wellington County landowners, municipalities, organizations, schools and conservation authorities for planting in the County.

2024 Budget Highlights

Operating Budget

- Seedling sales revenue from the Green Legacy programme have been decreased by \$20,000 in 2024 as the County had anticipated supplying more trees to the City of Guelph than has occurred.
- The budget includes increases to staffing costs as a portion of seasonal tree nursery workers were offered additional hours to meet minimum requirements to qualify for full-time benefits. This will assist in recruitment and retention of these positions going forward.

Capital Budget

- The 2024-2033 capital budget forecast includes end of lifecycle vehicle and equipment replacements totalling \$515,000.
- Future years plan for the replacement of vehicles with electric vehicles.
- Rehabilitation projects for the parking lot and HVAC System at the Southern Tree Nursery (\$285,000)

Staff Complement (Full time equivalents)	2023	2024
Green Legacy Manager	1.0	1.0
Brad Whitcombe Nursery	4.7	4.7
Northern Tree Nursery	2.5	2.5
Total	8.2	8.2
Current employee count: 9		



Performance Measures

Programme/Service: Green Legacy

Department: Planning

Governance: Planning and Land Division Committee

Programme Description

Green Legacy provides trees and volunteer experiences for students and the community of Wellington.

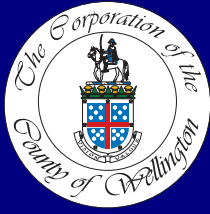
- Provide 175,000 high quality trees a year to residents of the County of Wellington. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide a work and educational experience for all students from K-8 in the Upper Grand District School Board and the Wellington Catholic School Board. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide volunteer opportunities for residents of Wellington County to assist in the production of Green Legacy trees. **(Doing what the County does best - providing critical daily services for your residents)**
- Provide trees and expertise to Wellington County member municipalities, conservation authorities and service groups. **(Doing what the County does best - providing critical daily services for your residents)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Actual 2023	Actual 2022	Actual 2021
# of high quality trees planted per year	175,000	166,050*	156,318*	173,628
# of students (grades K-8) involved in Green Legacy events	8,000	7,580*	2,818*	0*
# of volunteers involved in Green Legacy events	550	507*	144*	0*
# of trees provided to municipalities, conservation authorities and service groups	30,000	26,623*	29,454*	28,050

*COVID 19 Restrictions adversely Affected volunteer opportunities and community projects



County Of Wellington

2024 Operating Budget

Programme/Service:

Green Legacy

Department:

Planning

Governance:

Planning and Land Division Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$ -	\$ -	\$383	\$ -	\$ -	\$ -	-
Sales Revenue	\$26,545	\$2,000	\$11,579	\$35,000	\$15,000	(\$20,000)	(57.1%)
Other Revenue	\$4,010	\$1,500	\$100	\$2,000	\$2,000	\$ -	-
Total Revenue	\$30,555	\$3,500	\$12,062	\$37,000	\$17,000	(\$20,000)	(54.1%)
Expenditure							
Salaries, Wages and Benefits	\$634,144	\$647,900	\$688,577	\$676,500	\$730,000	\$53,500	7.9%
Supplies, Material & Equipment	\$105,030	\$99,500	\$85,415	\$110,300	\$109,400	(\$900)	(0.8%)
Purchased Services	\$62,604	\$85,300	\$60,466	\$79,500	\$80,600	\$1,100	1.4%
Insurance & Financial	\$23,504	\$24,600	\$28,004	\$27,600	\$31,800	\$4,200	15.2%
Minor Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$16,000	\$16,000	-
Internal Charges	\$3,215	\$5,600	\$6,726	\$13,000	\$13,000	\$ -	-
Total Expenditure	\$828,497	\$862,900	\$869,188	\$906,900	\$980,800	\$73,900	8.1%
Net Operating Cost / (Revenue)	\$797,942	\$859,400	\$857,126	\$869,900	\$963,800	\$93,900	10.8%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	(\$16,000)	(\$16,000)	-
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$30,000	\$30,000	\$60,000	\$60,000	\$60,000	\$ -	-
Total Debt and Transfers	\$30,000	\$30,000	\$60,000	\$60,000	\$44,000	(\$16,000)	(26.7%)
NET COST / (REVENUE)	\$827,942	\$889,400	\$917,126	\$929,900	\$1,007,800	\$77,900	8.4%



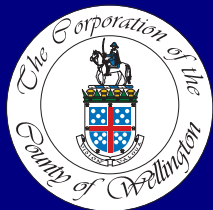
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Green Legacy

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Sales Revenue	35,000	15,000	15,000	16,100	17,200	18,300	19,400	20,600	21,800	23,100	24,400
Other Revenue	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenue	37,000	17,000	17,000	18,100	19,200	20,300	21,400	22,600	23,800	25,100	26,400
EXPENDITURES											
Salaries, Wages and Benefits	676,500	730,000	768,100	803,700	837,300	865,800	894,300	923,800	954,300	985,900	1,018,900
Supplies, Material & Equipment	110,300	109,400	112,900	115,800	118,800	121,900	125,000	128,200	131,600	135,100	138,800
Purchased Services	79,500	80,600	83,500	85,900	88,500	91,300	94,100	96,900	99,800	102,900	106,000
Insurance & Financial	27,600	31,800	34,000	36,800	38,900	41,300	45,500	47,400	50,300	54,400	57,600
Minor Capital Expenses		16,000	12,000	18,000	28,500			7,000	76,500		
Internal Charges	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Expenditures	906,900	980,800	1,023,500	1,073,200	1,125,000	1,133,300	1,171,900	1,216,300	1,325,500	1,291,300	1,334,300
Net Operating Cost / (Revenue)	869,900	963,800	1,006,500	1,055,100	1,105,800	1,113,000	1,150,500	1,193,700	1,301,700	1,266,200	1,307,900
yr/yr % change		10.8%	4.4%	4.8%	4.8%	0.7%	3.4%	3.8%	9.0%	(2.7%)	3.3%
DEBT AND TRANSFERS											
Transfer from Reserves		(16,000)	(12,000)	(18,000)	(28,500)			(7,000)	(76,500)		
Transfer to Reserves	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Debt and Transfers	60,000	44,000	88,000	82,000	71,500	100,000	100,000	93,000	23,500	100,000	100,000
TAX LEVY REQUIREMENT	929,900	1,007,800	1,094,500	1,137,100	1,177,300	1,213,000	1,250,500	1,286,700	1,325,200	1,366,200	1,407,900
yr/yr % change		8.4%	8.6%	3.9%	3.5%	3.0%	3.1%	2.9%	3.0%	3.1%	3.1%



County of Wellington
10 Year Capital Budget
Green Legacy

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Green Legacy											
South Tree Nursery: Parking Lots								45,000			45,000
Green Legacy Van Replacement							110,000				110,000
South Tree Nursery: HVAC Rehabilitation									210,000		210,000
Green Legacy Pick up Replacement		100,000						175,000			275,000
South Tree Nursery: Exhaust Ventilation System				30,000							30,000
Northern Nursery Pick Up Replacement					130,000						130,000
Total Green Legacy		100,000		30,000	130,000		110,000	220,000	210,000		800,000
Total		100,000		30,000	130,000		110,000	220,000	210,000		800,000
Sources of Financing											
Reserves		100,000		30,000	130,000		110,000	220,000	210,000		800,000
Total Financing		100,000		30,000	130,000		110,000	220,000	210,000		800,000



Programme Overview

Programme/Service:	Community Emergency Management
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Description

- The aim of emergency management is to address increasing public safety risks in Ontario communities by developing or improving emergency management programmes based upon international best practices.
- Emergency Management programmes include conducting training exercises; creating public awareness and education; and establishing an emergency response plan approved by Council.
- The programme also requires hazard identification and risk assessment for each municipality in the County. The responsibility for the development, implementation and maintenance of community emergency programmes is vested with the Community's Emergency Management Coordinator, who also acts as the CEMC for all seven member municipalities.

2024 Budget Highlights

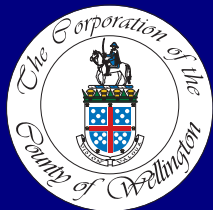
Operating Budget

- Fire safety training, which is funded by the County on behalf of all seven local municipalities, is continued throughout 2024-2033
- Purchased services includes a one-time increase of \$7,500 towards the Rural Green Sign replacement project - as approved at the October 2023 Planning Committee
- Annual subscription to the Weather Alert communication system, cost shared with the Roads Department

Capital Budget

- Continued program funding for paging site batteries, generator replacements and radio replacements (\$235,000 in 2026-2028)
- Vehicle replacement with an electric vehicle scheduled for 2028

Staff Complement (Full time equivalents)		
Community Emergency Management	4.3	4.3
Total	4.3	4.3
Current employee count: 4		



Performance Measures

Programme/Service:	Community Emergency Management
Department:	Planning
Governance:	Planning and Land Division Committee

Programme Goals and Objectives

The 2020 Wellington County and Member Municipality Emergency Response Plan outlines the five components of a risk based management approach:

- Prevention – actions taken to stop an emergency or disaster from occurring.
- Mitigation – actions taken to reduce the adverse impacts of an emergency or disaster.
- Preparedness – actions taken prior to an emergency or disaster to ensure an effective response.
- Response – the provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or critical infrastructure.
- Recovery – the process of restoring a municipality including its residents, economy, environmental, critical infrastructure to a new normal and considering opportunities to build back better.

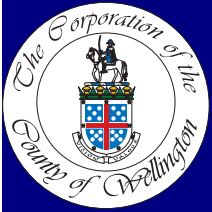
Wellington County has developed a risk-based emergency management programme that consists of the following pre-scribed elements that may include these five components:

- Development of Emergency Response (ER) Plans including Risk-based Emergency Response Plans and Service Continuity Plans. **(Doing what the County does best - providing critical daily services for your residents)**
- Training for members of the Municipal Emergency Control Groups (MECG), support staff, and partner agencies and organizations. **(Cherishing the County's most valued asset - its Staff)**
- Public awareness and education on municipal risks to public safety and on personal preparedness for emergencies. **(Doing what the County does best - providing critical daily services for your residents)**
- Conduct exercises to test all or portions of the Emergency Response Plan, municipal specific plans/procedures and /or its partner response agencies plans/procedures. **(Making the best decisions for the betterment of the community)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2024	Projected 2023	Actual 2022	Actual 2021
ER Plans developed or updated	16	15	20	15
New MECG members trained	15	24	15	16
Public educational engagements conducted	18	17	20	16
Training exercises completed	15	19	16	9



County Of Wellington 2024 Operating Budget

Programme/Service: Community Emergency Management

Department: Planning

Governance: Planning and Land Division Committee

	2022 Actuals	2022 Budget	2023 Preliminary Actuals	2023 Budget	2024 Budget	\$ Change Budget	% Change Budget
Expenditure							
Salaries, Wages and Benefits	\$425,620	\$414,600	\$421,810	\$455,000	\$484,800	\$29,800	6.5%
Supplies, Material & Equipment	\$42,261	\$10,900	\$14,255	\$21,800	\$21,800	\$ -	-
Purchased Services	\$310,230	\$198,500	\$166,064	\$193,300	\$200,800	\$7,500	3.9%
Transfer Payments	\$155,791	\$151,200	\$119,826	\$151,200	\$155,700	\$4,500	3.0%
Insurance & Financial	\$13,175	\$10,900	\$12,800	\$12,400	\$13,900	\$1,500	12.1%
Internal Charges	\$27	\$ -	\$ -	\$1,500	\$1,500	\$ -	-
Total Expenditure	\$947,104	\$786,100	\$734,755	\$835,200	\$878,500	\$43,300	5.2%
Net Operating Cost / (Revenue)	\$947,104	\$786,100	\$734,755	\$835,200	\$878,500	\$43,300	5.2%
Debt and Transfers							
Transfers to Reserve	\$ -	\$ -	\$20,000	\$20,000	\$20,000	\$ -	-
Total Debt and Transfers	\$ -	\$ -	\$20,000	\$20,000	\$20,000	\$ -	-
NET COST / (REVENUE)	\$947,104	\$786,100	\$754,755	\$855,200	\$898,500	\$43,300	5.1%

*2022 Actuals include County Wide COVID-19 Pandemic costs approximating \$163,700



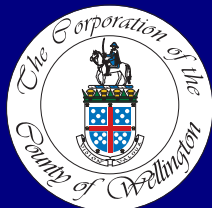
COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Emergency Management

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Total Revenue											
EXPENDITURES											
Salaries, Wages and Benefits	455,000	484,800	513,300	538,700	558,800	577,300	596,200	615,600	636,100	657,100	678,900
Supplies, Material & Equipment	21,800	21,800	21,900	22,400	22,900	23,400	24,000	24,600	25,200	25,800	26,400
Purchased Services	193,300	200,800	199,800	205,800	211,900	218,000	224,600	231,400	238,300	245,500	252,800
Transfer Payments	151,200	155,700	160,700	165,700	170,700	175,700	181,200	186,700	192,700	198,700	204,700
Insurance & Financial	12,400	13,900	15,000	16,300	17,100	17,900	19,700	20,500	21,500	23,200	24,400
Internal Charges	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	835,200	878,500	912,200	950,400	982,900	1,013,800	1,047,200	1,080,300	1,115,300	1,151,800	1,188,700
Net Operating Cost / (Revenue)	835,200	878,500	912,200	950,400	982,900	1,013,800	1,047,200	1,080,300	1,115,300	1,151,800	1,188,700
yr/yr % change		5.2%	3.8%	4.2%	3.4%	3.1%	3.3%	3.2%	3.2%	3.3%	3.2%
DEBT AND TRANSFERS											
Transfer to Reserves	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Debt and Transfers	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TAX LEVY REQUIREMENT	855,200	898,500	932,200	970,400	1,002,900	1,033,800	1,067,200	1,100,300	1,135,300	1,171,800	1,208,700
yr/yr % change		5.1%	3.8%	4.1%	3.3%	3.1%	3.2%	3.1%	3.2%	3.2%	3.1%



County of Wellington
10 Year Capital Budget
Emergency Management

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Emergency Management											
Replace Paging Site Batteries			45,000								45,000
Generator Replacement Program					55,000						55,000
EM Portable and Mobile Radio Replacement					40,000						40,000
CEM Vehicle Replacement					95,000						95,000
Total Emergency Management			45,000		190,000						235,000
Total			45,000		190,000						235,000
Sources of Financing											
Reserves			45,000		190,000						235,000
Total Financing			45,000		190,000						235,000



Programme Overview

Programme/Service:	Police Services
Department:	Provided under contract by Ontario Provincial Police
Governance:	Police Services Board

Programme Description

Wellington County was the first municipality in Ontario to have a County-wide policing contract with the Ontario Provincial Police (OPP), has the largest single contract location in the OPP, and is the second largest OPP detachment in the Province. The provincial billing model splits policing costs into a Base Service – with a cost based on the number of properties in the County and a Calls for Service component that is variable from year-to-year based on the proportion of calls the OPP takes in the County in relation to the overall provincial workload.

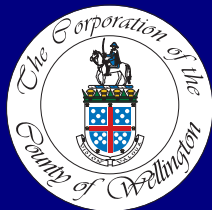
Officers are based out of County-owned facilities in Aboyne, Rockwood and Teviotdale. The Traffic Management Unit is staffed by one sergeant and six constables, and promotes an enhanced level of road safety throughout the County.

Governance of policing services is provided by the Wellington County Police Services Board which is comprised of the Warden, one County Councillor, one individual appointed by the County and two provincial appointees.

2024 Budget Highlights

- The 2024 policing contract estimate of \$17,895,500 is up by 1.5% from 2023. The transfer payment line has been reduced by \$450,000 as a provision for the OPP contract reconciliation.
- Due to the moratorium on new uniform officer hiring while the OPP is working on a new service delivery model – it is recommended that the funds earmarked for one uniformed officer in 2024 be redirected to a new civilian media position with an April 2024 start date. The new Media Relations Coordinator is expected to cost just under \$107,000 in the 2024 budget.
- The budget also includes the cost of the Police Services Board; administration of parking tickets and false alarms; additional police related revenues including reference checks, the cost of County-owned facilities; and annual grants to Safe Communities and Project Lifesaver.
- The 2024-2033 capital budget includes facility improvements and equipment replacements at the three County owned detachments.

Staff Complement (Full time equivalents)	2023	2024
Purchasing and Risk Analysts	0.7	0.7
Cleaners- Rockwood/Fergus	1.4	1.4
Total	2.1	2.1
Current employee count: 4		



Performance Measures

Programme/Service: Police Services

Department: Provided under contract by Ontario Provincial Police

Governance: Police Services Board

Programme Goals and Objectives

The OPP has created a new Strategic Plan which supports our vision of Safe Communities...A Secure Ontario. The OPP Strategic Plan enhances our commitment to public safety through the delivery of proactive and innovative policing, in partnership with the communities we serve. The vision, mission and values of the OPP align with the needs of Wellington County.

We are committed to collaborating with our community partners to enhance our robust embedded clinician programme. The Integrated Mobile Police and Crisis (IMPACT) programme delivers appropriate care at the right time and in the right place. Wellington County has additionally partnered with the Canadian Mental Health Association (CMHA) in the creation of the Support after Suicide Programme.

Wellington County OPP is committed to supporting our work, our people and our communities. As a responsive and evolving detachment, we will partner with stakeholders in the creation of a traffic management plan to address the needs of our growing community. Our Plan in Wellington County is vision focused – mission driven – values based. By protecting our citizens, upholding the law and preserving public safety, we can deliver not just effective but the highest level and best quality professional police service to the residents of Wellington County.

- Reduce the victimization from instances of sexual violence in our communities
(Doing what the County does best - providing critical daily services for your residents)
- To address and prevent illicit drug crimes in our communities
(Doing what the County does best - providing critical daily services for your residents)
- To address and prevent property crime
(Doing what the County does best - providing critical daily services for your residents)
- Sustain a continuous year-round focus on the causal factors of motorized vehicle collisions
(Doing what the County does best - providing critical daily services for your residents)
- To identify co-response solutions for non-police-related demands for service that impact police resourcing
(Making the best decisions for the betterment of the community)
- To develop transfer of care protocols with relevant healthcare facilities
(Making the best decisions for the betterment of the community)
- To streamline collision reporting (Making the best decisions for the betterment of the community)

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

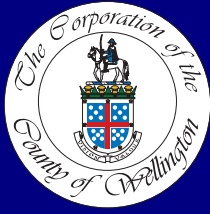
	Projected 2024	Actual 2023	Actual 2022	Actual 2021
# of completed Investigations*	39	80	104	109
# of mental health associated calls for service that include the support/involvement of the IMPACT team	N/A	630***	647	596
# of Memorandums of Understanding with local hospitals and other care facilities	2	1	1**	4
% of collisions that use the Collision Reporting Centres	61%	49%	37%	32%
Total # of calls from the public for service	34,258	37,823	33,687	31,072

*Note: Completed investigations includes sexual violence and illicit drug crimes

** Note: 2022 MOU encompassed three hospitals

*** Note: Impact statistics are to the end of November 2023 as December results are not available

The 2024 projections for number of completed investigations and calls for service are based on a 10-year history



County Of Wellington

2024 Operating Budget

Programme/Service: Police Services
 Department: Provided under contract by Ontario Provincial Police
 Governance: Police Services Board

	2022		2023			\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	2023 Budget	2024 Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$212,308	\$139,300	\$105,138	\$282,800	\$282,000	(\$800)	(0.3%)
Municipal Recoveries	\$34,093	\$ -	\$18,557	\$ -	\$ -	\$ -	-
Licenses, Permits and Rents	\$127,250	\$129,800	\$127,597	\$129,800	\$129,800	\$ -	-
Fines and Penalties	\$126,606	\$52,000	\$209,141	\$132,000	\$132,000	\$ -	-
User Fees & Charges	\$116,899	\$80,000	\$103,262	\$120,000	\$120,000	\$ -	-
Other Revenue	\$11,496	\$16,000	\$11,404	\$16,000	\$16,000	\$ -	-
Total Revenue	\$628,652	\$417,100	\$575,099	\$680,600	\$679,800	(\$800)	(0.1%)
Expenditure							
Salaries, Wages and Benefits	\$148,762	\$149,800	\$167,019	\$166,000	\$175,900	\$9,900	6.0%
Supplies, Material & Equipment	\$87,260	\$61,400	\$74,622	\$65,400	\$80,600	\$15,200	23.2%
Purchased Services	\$670,204	\$577,800	\$705,346	\$756,200	\$800,100	\$43,900	5.8%
Transfer Payments	\$17,145,025	\$17,311,000	\$17,015,899	\$17,430,000	\$17,593,000	\$163,000	0.9%
Insurance & Financial	\$13,177	\$15,800	\$16,647	\$17,200	\$21,100	\$3,900	22.7%
Minor Capital Expenses	\$20,342	\$22,000	\$ -	\$40,000	\$31,000	(\$9,000)	(22.5%)
Internal Charges	\$2,311	\$1,600	\$2,155	\$1,900	\$42,600	\$40,700	2,142.1%
Total Expenditure	\$18,087,081	\$18,139,400	\$17,981,688	\$18,476,700	\$18,744,300	\$267,600	1.4%
Net Operating Cost / (Revenue)	\$17,458,429	\$17,722,300	\$17,406,589	\$17,796,100	\$18,064,500	\$268,400	1.5%
Debt and Transfers							
Debt Charges	\$219,668	\$220,800	\$140,882	\$141,200	\$ -	(\$141,200)	(100.0%)
Transfer from Reserve	(\$20,342)	(\$22,000)	(\$99,410)	(\$140,000)	(\$31,000)	\$109,000	(77.9%)
Transfers to Reserve	\$250,000	\$150,000	\$200,000	\$200,000	\$200,000	\$ -	-
Total Debt and Transfers	\$449,326	\$348,800	\$241,472	\$201,200	\$169,000	(\$32,200)	(16.0%)
NET COST / (REVENUE)	\$17,907,755	\$18,071,100	\$17,648,061	\$17,997,300	\$18,233,500	\$236,200	1.3%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Police Services

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Grants & Subsidies	282,800	282,000	113,400	57,200	57,200	57,200	57,200	57,200	57,200	57,200	57,200
Licenses, Permits and Rents	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800	129,800
Fines and Penalties	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
User Fees & Charges	120,000	120,000	90,000	60,000	30,000						
Other Revenue	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Total Revenue	680,600	679,800	481,200	395,000	365,000	335,000	335,000	335,000	335,000	335,000	335,000
EXPENDITURES											
Salaries, Wages and Benefits	166,000	175,900	184,600	191,900	197,900	204,000	210,700	217,700	224,200	231,800	238,900
Supplies, Material & Equipment	65,400	80,600	82,000	83,800	85,600	87,400	89,200	91,000	92,900	94,800	96,900
Purchased Services	756,200	800,100	655,300	626,000	653,600	680,000	707,900	734,200	760,800	788,100	815,600
Transfer Payments	17,430,000	17,593,000	18,229,000	18,847,000	19,459,000	20,100,000	20,758,000	21,445,000	22,128,000	22,840,000	23,568,000
Insurance & Financial	17,200	21,100	22,100	23,200	24,500	25,900	28,300	29,300	30,800	32,700	34,600
Minor Capital Expenses	40,000	31,000	18,000	75,000		5,000	24,000	63,500	31,500	41,500	19,000
Internal Charges	1,900	42,600	42,600	42,600	42,600	42,600	42,600	42,600	42,600	42,600	42,600
Total Expenditures	18,476,700	18,744,300	19,233,600	19,889,500	20,463,200	21,144,900	21,860,700	22,623,300	23,310,800	24,071,500	24,815,600
Net Operating Cost / (Revenue)	17,796,100	18,064,500	18,752,400	19,494,500	20,098,200	20,809,900	21,525,700	22,288,300	22,975,800	23,736,500	24,480,600
yr/yr % change		1.5%	3.8%	4.0%	3.1%	3.5%	3.4%	3.5%	3.1%	3.3%	3.1%
DEBT AND TRANSFERS											
Debt Charges	141,200										
Transfer from Reserves	(140,000)	(31,000)	(18,000)	(75,000)		(5,000)	(24,000)	(63,500)	(31,500)	(41,500)	(19,000)
Transfer to Reserves	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Debt and Transfers	201,200	169,000	182,000	125,000	200,000	195,000	176,000	136,500	168,500	158,500	181,000
TAX LEVY REQUIREMENT	17,997,300	18,233,500	18,934,400	19,619,500	20,298,200	21,004,900	21,701,700	22,424,800	23,144,300	23,895,000	24,661,600
yr/yr % change		1.3%	3.8%	3.6%	3.5%	3.5%	3.3%	3.3%	3.2%	3.2%	3.2%



County of Wellington
10 Year Capital Budget
Police Services

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Police Services											
Equipment											
Radar Detection Replacements				40,000							40,000
Rockwood OPP: Generator								130,000			130,000
Total Equipment				40,000				130,000			170,000
Facilities											
Aboyne OPP: Elevator Modernization							150,000				150,000
Aboyne OPP: Furniture Replacements				90,000							90,000
Aboyne OPP: Interior Upgrades		55,000									55,000
Aboyne OPP: Plumbing Replacements						130,000					130,000
Aboyne OPP: Rehab Air Handling Units			65,000								65,000
Aboyne OPP: Replace HVAC Control System						140,000					140,000
Constable Chair Replacements			30,000					35,000			65,000
Rockwood OPP: Elevator Modernization			200,000								200,000
Rockwood OPP: Fire Alarm System								100,000			100,000
Rockwood OPP: Flooring Replacements								65,000			65,000
Rockwood OPP: HVAC Replacements					45,000						45,000
Rockwood OPP: Heating and Cooling								260,000			260,000
Rockwood OPP: Lockup Cell Plumbing Fixtures					55,000						55,000
Rockwood OPP: Parking Lot								250,000			250,000
Rockwood OPP: Site Lighting										35,000	35,000
Teviotdale OPP: Air Conditioning							90,000				90,000
Teviotdale OPP: Building Retrofits									25,000		25,000
Teviotdale OPP: Interior Upgrades						70,000					70,000
Teviotdale OPP: Security Camera Replacement						40,000					40,000
Total Facilities		55,000	295,000	90,000	100,000	380,000	240,000	710,000	25,000	35,000	1,930,000
Total Police Services		55,000	295,000	130,000	100,000	380,000	240,000	840,000	25,000	35,000	2,100,000
Total		55,000	295,000	130,000	100,000	380,000	240,000	840,000	25,000	35,000	2,100,000
Sources of Financing											
Reserves		55,000	295,000	130,000	100,000	380,000	240,000	840,000	25,000	35,000	2,100,000
Total Financing		55,000	295,000	130,000	100,000	380,000	240,000	840,000	25,000	35,000	2,100,000



Programme Overview

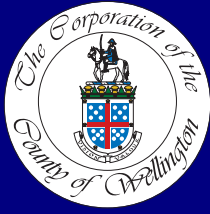
Programme/Service:	Provincial Offences Act Administration
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- The City of Guelph, through its Court Services Division, delivers Provincial Offences Act (POA) administration on behalf of the County and its member municipalities.
- Responsibility for POA administration was transferred to municipalities in 1998.
- The County shares in the net revenue from the operation, which is distributed between the City and County based on the location of each offence.
- The majority of fine revenue is generated from offences under the Highway Traffic Act.

2024 Budget Highlights

- Net fine revenue to the County has been estimated at \$283,300. These estimates based on information received from the City of Guelph.
- The 2024 – 2033 capital budget includes the County's portion of:
 - Court Services Facility renewal project at \$500,000. This project will continue masonry restoration above and below grade, complete with window repairs and other work to maintain heritage attributes.
 - Capital equipment replacements totalling \$782,000 over ten years.
 - POA capital is funded through the General Capital Reserve.



County Of Wellington

2024 Operating Budget

Programme/Service: Provincial Offences Act (POA) Administration

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Municipal Recoveries	\$443,834	\$273,900	\$176,585	\$288,900	\$283,300	(\$5,600)	(1.9%)
Total Revenue	\$443,834	\$273,900	\$176,585	\$288,900	\$283,300	(\$5,600)	(1.9%)
Net Operating Cost / (Revenue)	(\$443,834)	(\$273,900)	(\$176,585)	(\$288,900)	(\$283,300)	\$5,600	(1.9%)
Debt and Transfers							
Debt Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer from Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers to Reserve	\$80,000	\$80,000	\$120,000	\$120,000	\$170,000	\$50,000	41.7%
Total Debt and Transfers	\$80,000	\$80,000	\$120,000	\$120,000	\$170,000	\$50,000	41.7%
NET COST / (REVENUE)	(\$363,834)	(\$193,900)	(\$56,585)	(\$168,900)	(\$113,300)	\$55,600	(32.9%)



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
POA Administration

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Municipal Recoveries	288,900	283,300	289,000	294,800	300,700	306,700	312,800	319,100	325,500	332,000	338,600
Total Revenue	288,900	283,300	289,000	294,800	300,700	306,700	312,800	319,100	325,500	332,000	338,600
EXPENDITURES											
Total Expenditures											
Net Operating Cost / (Revenue)	(288,900)	(283,300)	(289,000)	(294,800)	(300,700)	(306,700)	(312,800)	(319,100)	(325,500)	(332,000)	(338,600)
yr/yr % change		(1.9%)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
DEBT AND TRANSFERS											
Transfer to Reserves	120,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
Total Debt and Transfers	120,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	(168,900)	(113,300)	(119,000)	(124,800)	(130,700)	(136,700)	(142,800)	(149,100)	(155,500)	(162,000)	(168,600)
yr/yr % change		(32.9%)	5.0%	4.9%	4.7%	4.6%	4.5%	4.4%	4.3%	4.2%	4.1%



County of Wellington
10 Year Capital Budget
POA Administration

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
POA Administration											
Court Services Facility Renewal	500,000										500,000
POA Replacements	45,000	65,000	65,000	30,000	51,000	151,000	123,000	111,000	69,000	72,000	782,000
Total POA Administration	545,000	65,000	65,000	30,000	51,000	151,000	123,000	111,000	69,000	72,000	1,282,000
Total	545,000	65,000	65,000	30,000	51,000	151,000	123,000	111,000	69,000	72,000	1,282,000
Sources of Financing											
Reserves	545,000	65,000	65,000	30,000	51,000	151,000	123,000	111,000	69,000	72,000	1,282,000
Total Financing	545,000	65,000	65,000	30,000	51,000	151,000	123,000	111,000	69,000	72,000	1,282,000



Programme Overview

Programme/Service:	Land Ambulance
Department:	Administered by the City of Guelph
Governance:	Administration, Finance and Human Resources Committee

Programme Description

- Land Ambulance has been a municipal financial responsibility since 1998.
- The City of Guelph is the designated delivery agent for the service delivery area comprising Guelph and Wellington County.
- All ambulance staff are employees of the City of Guelph.
- The Ministry of Health and Long Term Care provides grants for ambulance services based on 50% of the prior year's operating expenditures.
- The City and County share the net municipal cost based on the proportion of call codes 1-4 in each municipality.

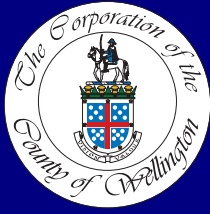
2024 Budget Highlights

Operating Budget

- The budget includes hiring nine additional paramedics in each of 2024 and 2026. The additional positions are intended to mitigate pressures from increased call volumes and assist with meeting response time targets. The County's share of the increased costs are funded reserves until provincial funding increases (province funds 50% of land ambulance services based on prior years' budget).
- The decrease in the transfer to reserve line reflects the completion of the paramedic site renovations in Drayton where the costs were covered by the City through a one-time grant.
- The County funds approximately 37.4% (2023 budget—38.1%) of the municipal share of Land Ambulance expenditures based on calls for service, and has a levy requirement of \$6.5 million in 2024.

Capital Budget

- The capital forecast includes a proposal to build four new ambulance facilities throughout the County (plus additional facilities outside the 10-years) and lease back to the Ambulance Service through the City. Station construction projects have been delayed until the City's Ambulance Master Plan is completed (2027).
 - Proposed locations include: Erin (2027/28), Guelph/Eramosa (2029/30), Arthur (2031/32), Drayton (2033/34). Design and construction for the four stations in the current 10 year plan is budgeted at \$27.1 million.
- In addition, there are two station rehabilitation projects located within the City of Guelph: Elmira Road and Gordon Street with the County's share at \$4.8 million, funded through a mix of Ambulance Reserve contributions and debt.
- The County contributes approximately 40% of capital costs for City projects for replacement ambulances, ambulance equipment and ambulance related IT replacements. Total County costs over the ten-years of \$5.3 million is funded through the Ambulance Reserve.



County Of Wellington

2024 Operating Budget

Programme/Service: Ambulance Services

Department: Administered by the City of Guelph

Governance: Administration, Finance and Human Resources Committee

	2023					\$ Change	% Change
	2022	2022	Preliminary	2023	2024	Budget	Budget
	Actuals	Budget	Actuals	Budget	Budget		
Revenue							
Licenses, Permits and Rents	\$66,700	\$66,700	\$83,300	\$75,000	\$55,500	(\$19,500)	(26.0%)
Total Revenue	\$66,700	\$66,700	\$83,300	\$75,000	\$55,500	(\$19,500)	(26.0%)
Expenditure							
Purchased Services	\$14,865	\$ -	\$2,630	\$ -	\$ -	\$ -	-
Transfer Payments	\$5,141,700	\$5,109,700	\$5,357,155	\$5,338,000	\$6,199,000	\$861,000	16.1%
Total Expenditure	\$5,156,565	\$5,109,700	\$5,359,785	\$5,338,000	\$6,199,000	\$861,000	16.1%
Net Operating Cost / (Revenue)	\$5,089,865	\$5,043,000	\$5,276,485	\$5,263,000	\$6,143,500	\$880,500	16.7%
Debt and Transfers							
Transfer from Reserve	\$ -	\$ -	(\$126,000)	(\$126,000)	(\$268,000)	(\$142,000)	112.7%
Transfers to Reserve	\$666,700	\$666,700	\$675,000	\$675,000	\$655,500	(\$19,500)	(2.9%)
Total Debt and Transfers	\$666,700	\$666,700	\$549,000	\$549,000	\$387,500	(\$161,500)	(29.4%)
NET COST / (REVENUE)	\$5,756,565	\$5,709,700	\$5,825,485	\$5,812,000	\$6,531,000	\$719,000	12.4%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Land Ambulance

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Licenses, Permits and Rents	75,000	55,500	55,500	55,500	55,500	55,500	183,000	464,700	464,700	464,700	464,700
Total Revenue	75,000	55,500	55,500	55,500	55,500	55,500	183,000	464,700	464,700	464,700	464,700
EXPENDITURES											
Transfer Payments	5,338,000	6,199,000	6,323,000	7,028,000	7,256,000	7,958,600	8,424,600	8,865,600	9,060,600	9,535,600	10,114,600
Total Expenditures	5,338,000	6,199,000	6,323,000	7,028,000	7,256,000	7,958,600	8,424,600	8,865,600	9,060,600	9,535,600	10,114,600
Net Operating Cost / (Revenue)	5,263,000	6,143,500	6,267,500	6,972,500	7,200,500	7,903,100	8,241,600	8,400,900	8,595,900	9,070,900	9,649,900
yr/yr % change		16.7%	2.0%	11.2%	3.3%	9.8%	4.3%	1.9%	2.3%	5.5%	6.4%
DEBT AND TRANSFERS											
Debt Charges					110,000	569,800	762,300	1,187,600	1,305,100	1,564,700	1,619,700
Transfer from Reserves	(126,000)	(268,000)		(442,400)			(65,000)	(208,600)	(326,100)	(585,700)	(640,700)
Transfer to Reserves	675,000	655,500	655,500	1,205,500	1,705,500	1,705,500	1,705,500	2,205,500	3,005,500	3,805,500	3,805,500
Total Debt and Transfers	549,000	387,500	655,500	763,100	1,815,500	2,275,300	2,402,800	3,184,500	3,984,500	4,784,500	4,784,500
TAX LEVY REQUIREMENT											
	5,812,000	6,531,000	6,923,000	7,735,600	9,016,000	10,178,400	10,644,400	11,585,400	12,580,400	13,855,400	14,434,400
yr/yr % change		12.4%	6.0%	11.7%	16.6%	12.9%	4.6%	8.8%	8.6%	10.1%	4.2%



County of Wellington
10 Year Capital Budget
Land Ambulance

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10 Year Total
Land Ambulance											
County of Wellington Led Projects											
Arthur Ambulance Station								1,750,000	5,250,000		7,000,000
Drayton Ambulance Station										1,875,000	1,875,000
Erin Ambulance Station				3,100,000	4,600,000						7,700,000
Guelph/Eramosa Ambulance Station						5,500,000	5,000,000				10,500,000
Total County of Wellington Led Projects				3,100,000	4,600,000	5,500,000	5,000,000	1,750,000	5,250,000	1,875,000	27,075,000
City of Guelph Led Projects											
34 Gordon St Station Upgrade							400,000				400,000
Ambulance Equipment		70,000	31,000	62,000	260,000	47,000	73,000	62,000	78,000	78,000	761,000
Ambulance IT Implementations	77,000	63,000	52,000	62,000	52,000	57,000	62,000	41,000	62,000	62,000	590,000
COG Amb Facilities & Studies				73,000							73,000
Elmira Rd Station Upgrade	1,200,000		3,200,000								4,400,000
Replacement Ambulances	460,000	400,000	373,000	186,000	512,000	518,000	223,000	415,000	400,000	400,000	3,887,000
Total City of Guelph Led Projects	1,737,000	533,000	3,656,000	383,000	824,000	622,000	758,000	518,000	540,000	540,000	10,111,000
Total Land Ambulance	1,737,000	533,000	3,656,000	3,483,000	5,424,000	6,122,000	5,758,000	2,268,000	5,790,000	2,415,000	37,186,000
Total	1,737,000	533,000	3,656,000	3,483,000	5,424,000	6,122,000	5,758,000	2,268,000	5,790,000	2,415,000	37,186,000
Sources of Financing											
Reserves	537,000	533,000	456,000	383,000	824,000	4,422,000	2,758,000	1,718,000	4,140,000	1,915,000	17,686,000
Growth Related Debenture				800,000	1,800,000	1,700,000	3,000,000	550,000	1,650,000	500,000	10,000,000
Debenture	1,200,000		3,200,000	2,300,000	2,800,000						9,500,000
Total Financing	1,737,000	533,000	3,656,000	3,483,000	5,424,000	6,122,000	5,758,000	2,268,000	5,790,000	2,415,000	37,186,000



Programme Overview

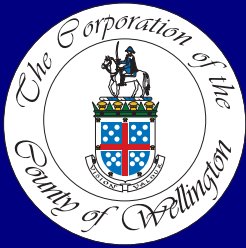
Programme/Service:	Public Health
Department:	Wellington-Dufferin-Guelph Public Health
Governance:	Board of Health

Programme Description

- Public Health services are delivered by Wellington-Dufferin-Guelph Public Health (WDGPH) in accordance with the **Health Protection and Promotion Act** and the Ontario Public Health Standards and Protocols published by the Ministry of Health and Long-Term Care.
- WDGPH was formed in 1967 and is governed by an autonomous Board of Health consisting of municipal and provincial appointees. The County of Wellington appoints three members to the Board.
- WDGPH receives an annual operating grant from the Province of Ontario, and the net municipal cost is funded by the City of Guelph (46.7%), the County of Wellington (31.7%) and the County of Dufferin (21.6%) in proportion to their population. These proportions reflect the 2021 census figures.
- Services and/or administration are currently provided from four locations throughout Wellington and Dufferin Counties and the City of Guelph: in Wellington County at Wellington Terrace; in Dufferin County at offices in Shelburne and Orangeville; and in Guelph at the Chancellors Way facility.
- WDGPH owns two of the four facilities, located at 180 Broadway in Orangeville, and 160 Chancellors Way in Guelph. A portion of the cost of construction was funded through a financing agreement between WDGPH, the County of Wellington, the County of Dufferin, and the City of Guelph. WDGPH makes annual loan repayments to each of the three municipalities which are deducted from the annual municipal levy. The loan will be completely repaid in 2024, with a blended payment of \$306,176 to the County of Wellington.

2024 Budget Highlights

- The County of Wellington's share of the gross municipal levy for WDGPH in 2024 is \$3,005,606. The annual loan repayment of \$306,176 is deducted from that amount, for a net transfer in 2024 of \$2,699,427.
- This represents an increase of 2.6% (\$76,165) from the 2023 gross levy.
- The County's debt issue for the funds loaned to public health to build the Guelph and Orangeville facilities was fully paid off in 2023 using funds from the Public Health Debt Retirement Reserve Fund, eliminating approximately \$346,000 in annual principal and interest payments from the operating budget.



County Of Wellington

2024 Operating Budget

Programme/Service: Public Health

Department: Wellington-Dufferin-Guelph Public Health

Governance: Board of Health

	2022	2022	2023	2023	2024	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Expenditure							
Salaries, Wages and Benefits	\$84,774	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies, Material and Equipment	(\$45,955)	\$ -	\$4,047	\$ -	\$ -	\$ -	-
Purchased Services	\$38,518	\$ -	\$5,658	\$ -	\$ -	\$ -	-
Transfer Payments	\$2,483,370	\$2,483,400	\$2,510,349	\$2,510,300	\$2,699,400	\$189,100	7.5%
Insurance and Financial	\$1,926	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenditure	\$2,562,633	\$2,483,400	\$2,520,054	\$2,510,300	\$2,699,400	\$189,100	7.5%
Net Operating Cost / (Revenue)	\$2,562,633	\$2,483,400	\$2,520,054	\$2,510,300	\$2,699,400	\$189,100	7.5%
Debt and Transfers							
Debt Charges	\$345,388	\$345,900	\$3,046,697	\$3,054,100	\$ -	(\$3,054,100)	(100.0%)
Transfer from Reserve	\$ -	\$ -	(\$3,000,000)	(\$3,000,000)	\$ -	\$3,000,000	(100.0%)
Total Debt and Transfers	\$345,388	\$345,900	\$46,697	\$54,100	\$ -	(\$54,100)	(100.0%)
NET COST / (REVENUE)	\$2,908,021	\$2,829,300	\$2,566,751	\$2,564,400	\$2,699,400	\$135,000	5.3%



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Public Health Unit

	Approved 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
REVENUE											
Total Revenue											
EXPENDITURES											
Transfer Payments	2,510,300	2,699,400	3,126,800	3,251,800	3,381,800	3,517,000	3,657,600	3,803,900	3,956,000	4,114,200	4,278,700
Total Expenditures	2,510,300	2,699,400	3,126,800	3,251,800	3,381,800	3,517,000	3,657,600	3,803,900	3,956,000	4,114,200	4,278,700
Net Operating Cost / (Revenue)	2,510,300	2,699,400	3,126,800	3,251,800	3,381,800	3,517,000	3,657,600	3,803,900	3,956,000	4,114,200	4,278,700
yr/yr % change		7.5%	15.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
DEBT AND TRANSFERS											
Debt Charges	3,054,100										
Transfer from Reserves	(3,000,000)										
Total Debt and Transfers	54,100										
TAX LEVY REQUIREMENT											
TAX LEVY REQUIREMENT	2,564,400	2,699,400	3,126,800	3,251,800	3,381,800	3,517,000	3,657,600	3,803,900	3,956,000	4,114,200	4,278,700
yr/yr % change		5.3%	15.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%